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NAVAL POSTGRADUATE SCHOOL
Monterey, California

THESIS

CHARACTERIZING SAILOR AND COMMAND ENLISTED PLACEMENT AND ASSIGNMENT PREFERENCES

by

Virginia L. Butler
Valerie A. Molina

March 2002

Associate Advisors: William R. Gates
Bill Hatch

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This paper will report on the results to date in developing a sailor/command database for redesigning the enlisted placement and assignment process. DON currently matches sailors to billets using a labor-intensive detailing process. With evolving information technology, the assignment process could be accomplished using intelligent agents and web-based markets. This integrated agent/market process was tested using representative sailors and jobs in a "laboratory setting," to examine actual versus predicted matching performance for human detailers, the two-sided matching markets and optimization algorithms. Economics experiments tested quality of fit in assignments made by both human detailers and the two-sided matching algorithm.

Experimental results to date have been promising, but they have used sailors and commands with hypothetical characteristics and preferences. As such, experimental and simulation results may not reflect how assignment algorithms would perform in the Navy's enlisted detailing environment. Meaningful comparisons across detailing approaches must use a realistic database of sailor and command preferences and characteristics.

This research investigates sailor and command preferences for a particular enlisted community, identifying the characteristics of both sailors' preferences over jobs and commands' preferences over sailors. Data concerning both the number and type of characteristics considered important by both sailors and commands represent important design features of any revised assignment process.

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CHARACTERIZING SAILOR AND COMMAND ENLISTED PLACEMENT AND ASSIGNMENT PREFERENCES

Virginia L. Butler
Lieutenant, United States Navy
B.S.N., University of Cincinnati, 1993

Valerie A. Molina
Lieutenant Commander, United States Navy
B.S.N., University of North Florida, 1991

Submitted in partial fulfillment of the
requirements for the degree of

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from the

NAVAL POSTGRADUATE SCHOOL
March 2002

Authors: Virginia L. Butler

Valerie A. Molina

Approved by: William R. Gates
Associate Advisor

Bill Hatch
Associate Advisor

Douglas A. Brook, Ph.D.
Dean, Graduate School of Business and Public Policy

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ABSTRACT

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This research investigates sailor and command preferences for a particular enlisted community, identifying the characteristics of both sailors' preferences over jobs and commands' preferences over sailors. Data concerning both the number and type of

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I. INTRODUCTION

A. OVERVIEW

The Navy Personnel Command assigns over 100,000 Sailors annually using in excess of 200 Detailers. The current paradigm for personnel assignment process reassigns the Navy population globally every 2-4 years. The detailers' aim is to strike a balance between the command's needs and the Sailor's preferences, which is inherently difficult to achieve. The current process utilizes a hierarchical planning method, and unfortunately this centralized labor-intensive detailing method leaves many stakeholders (e.g. sailors, detailers, and commands) discontent and frustrated. (Tan and Yeong March 2001). This results in some sailors choosing to separate from the Navy rather than accept undesirable orders, further decreasing retention rates. By the same token, some commands have been forced to accept sailors who do not meet the commands' needs to avoid vacancies in key positions, resulting in reduced mission effectiveness.

An electronic detailing process that produces better job matches, has the potential to enhance satisfaction and retention. Developing an electronic detailing system that satisfies the needs of all stakeholders requires a comprehensive understanding of the current detailing processes positive and negative aspects. Knowing stakeholders' satisfactions and dissatisfactions with the current process will facilitate designing and executing a superior electronic detailing process.

A review of the current enlisted distribution process and subsequent redesign is being undertaken by Naval Personnel Research, Studies, and Technology (NPRST), in partnership with Naval Postgraduate School (NPS), University of Memphis and University of Mississippi. These institutes of higher learning are investigating using current web-based technology to develop an enlisted distribution process. Professor Mark Nissen and Professor William Gates are investigating a two-sided matching model using intelligent agent technology. This model is designed to match sailor preferences for a specific type of duty with command preferences for a specific type of sailor. University of Memphis's computer science department is developing an autonomous, computer-based system involving data bases and communication via artificial intelligence. The process works via e-mail with sailors writing common language e-mail, read by the computer and answered by the computer after accession and consultation of the appropriate data bases. The computer receives preferences from sailors and then accesses data bases regarding billet and training availabilities, as well as career path information. The computer then provides the sailor with two to three job choices. The University of Mississippi is developing an optimization agent to optimize sailors to jobs based on preferences and needs of the Navy as opposed to NPS's matching algorithm. All the above redesigns use different aspects of web-based technology and have a commonality. They all utilize either sailor or command preferences, or both, in their processes.

B. OBJECTIVES

The primary objective of this thesis is to investigate and analyze sailor and command preferences for utilization in a two-sided matching distribution and assignment process. It investigates the Navy's current Manpower, Personnel and Training Systems, as they relate to the enlisted distribution process. Analysis of each step and how key stakeholders, and policies affect the process.

C. RESEARCH QUESTIONS

1. Primary Research Questions

- What are the top sailor preferences influencing the enlisted distribution process in the Aviation Support Equipment Technician (AS) community?
- What are the top command preferences influencing the enlisted distribution process in the AS community?

2. Secondary Research Questions

- What policies govern the enlisted distribution process?
- How are command and sailor preferences currently accounted for in the placement and assignment process?
- How is the AS community structured, and what is a typical career path?
- How is the Navy Manpower and Personnel process structured, and who are the major stakeholders?

D. LIMITATIONS

Every attempt was made to gather the most accurate data representing the current Navy enlisted distribution system and sailor and command preferences. No formal system exists to collect such information nor is there a way to gather only objective data; much of the information comes directly or indirectly from subjective interviews, questionnaires and briefings.

E. METHODOLOGY

The methodology used in this research includes the following steps:

- Conduct a literature review of thesis projects, journal articles, presentations and briefing notes, books, magazines and newspaper articles, CD-ROM systems, and other library information resources
- Review current Navy manpower and planning systems, particularly in the areas of placement and assignment
- Analyze current policies governing Navy manpower and planning, focusing on placement and assignment
- Review and analyze the AS (Aviation Support Equipment Technician) rating
- Interview and conduct discussions with key personnel in the Navy assignment community, NPRST, N1 and other Department of the Navy organizations
- Interview and conduct focus groups with individual sailors and commands in the AS community
- Propose actual versus hypothetical characteristics of sailors and commands in the AS community to be used as preferences in a dual sided matching algorithm detailing model

F. BENEFIT OF THE STUDY

NPRST is studying ways to improve the placement and assignment system. Currently all research into designing and developing prototype systems to better match sailors to current billets has been accomplished using hypothetical data and characteristics. This study will provide actual characteristics of sailors and commands focusing on the AS community. These characteristics will be used in simulations using design prototypes under development at

Naval Postgraduate School, University of Mississippi and University of Memphis. They will allow greater accuracy in assessing the prototypes, equality in comparing designs between the institutions and serve as baseline characteristics for additional ratings.

G. ORGANIZATION OF THIS THESIS

In Chapter II an overview of the current Navy Manpower and Personnel system is presented along with an analysis of all stakeholders and current policies governing the MPT system. A detailed investigation of the Distribution Process is undertaken in Chapter III, including looking into current accountability for command and sailor preference and concluding by analyzing the need for alternatives. Chapter IV explores the intricacies of the Aviation Support Equipment Technician community. Chapter V follows with a discussion of methodology and results of sailor focus groups. Chapter VI analyzes data collected from Command and Sailor questionnaires and Chapter VII summarizes the findings, and ends with conclusions and recommendations.

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II. OVERVIEW OF NAVY MANPOWER AND PERSONNEL SYSTEM

A. HISTORY/OVERVIEW OF MANPOWER, PERSONNEL AND TRAINING SYSTEM

The U.S. Navy has an active-duty personnel force end strength of 371,800 (FY 2001 DON Budget), and considerable manpower requirements and personnel assets to manage. The Navy's Manpower, Personnel and Training (MPT) system is the system used to manage these assets. The Navy's MPT system is dissected into four processes: Manpower Requirements, Manpower Programming, Personnel Planning and Personnel Distribution. This thesis concentrates on the assignment and placement sub-processes within the distribution process, and will review the entire MPT system. Understanding this system will assist the reader in understanding the enormity of the issue and how many different individuals are affected by each process, subsequent sub-process and how policy effects the entire system. The overview of the Navy's MPT system will be followed by an examination of the key stakeholders in the Personnel Distribution Process. Finally, an analysis regarding the policies and instructions that these stakeholders are directed to follow and consider while executing their role in the processes. Figure 2.1 depicts an overall view of the MPT system.

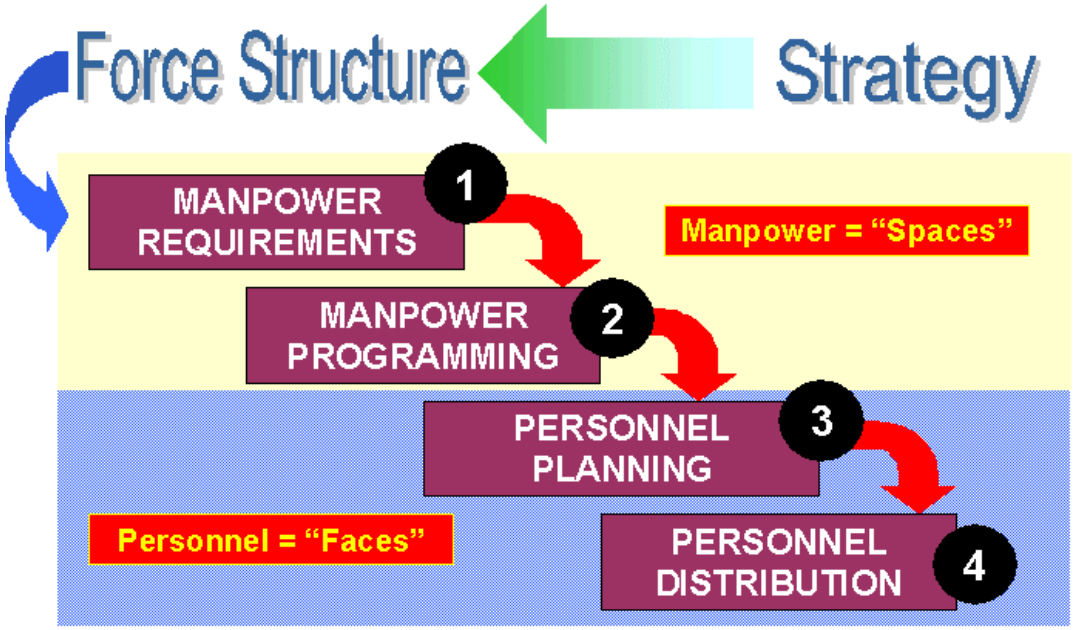

Figure 2.1. MPT System PowerPoint Brief, CDR Bill Hatch, 2001.

1. Manpower Requirements

Manpower Requirements is the first of the four processes in the MPT system. It is known for its support of Navy mission and focuses on 'spaces.' Requirement determination includes the manpower necessary to conduct peacetime and wartime operations using active and reserve military, civilians and contractors. Manpower management is the

> methodical process of determining, validating, and using manpower requirements as a basis for budget decisions; determining manpower authorization priorities based on available funding and personnel inventory; and linking all these factors together (OPNAV 1000.16J)

Key players in this sub-process include the resource sponsors, claimants and NAVMAC.

> The Requirement process begins when the individual Resource Sponsors for expeditionary,

> surface, submarine, aviation, etc. (N75, N76, N77, N78…) translate national strategic objectives, Required Operational Capabilities and Projected Operational Environments (ROC/POE) into unconstrained manpower needs. (Slide Show Oct 2000 CDR Hatch).

These unconstrained manpower needs are placed into Ship, Squadron, Fleet and Shore Manpower Documents (SMD, SQMD, FMD and SMR). The requirement process continues when NAVMAC and the Claimants (fleets, personnel command, medical command, reserves, etc), measure hours of workload by rate/rating using the Navy standard workweek. These workload hours are then converted into enlisted requirements. The Resource Sponsors become involved in the process again, as they are responsible for authorizing the requirements NAVMAC and the claimants determined.

2. Manpower Programming

Manpower Programming is the matching of available resources to validated requirements. Then developing a balanced Navy program for submission to the Office of the Secretary of Defense (OSD), and defend the Program Objective Memorandum (POM). Manpower Programming is subject to execution in accordance with Chief of Naval Operation (CNO) priorities. The two key sub-processes in the Programming process are: 1) End Strength Determination and 2) the Planning, Programming and Budgeting System (PPBS). End Strength is determined by converting program budget decisions to a finite number of sailors and officers by rating and designator, on a cost per sailor basis. The ultimate objective of PPBS “is to provide the best mix of forces, equipment and support attainable within fiscal constraints” (slide show Oct 2000 CDR Hatch). As the final

step in the Programming Process, NAVMAC and the Claimants turn the requirement authorizations determined in the requirements sub-process into authorized billets. This is when a valid manpower requirement achieves approved funding and end strength.

In summary, all billets are composed of three parts: 1) a requirement determination by NAVMAC or claimant, 2) authorization approval by the claimant and 3) end strength support as approved by congress. These billet authorizations (BA) are promulgated through the Activity Manpower Document (AMD), which becomes the basis for planning and distributing the military personnel inventory. Ultimately, Manpower Programming "establishes a direct linkage from strategy to programmatic decisions through a single organization to develop comprehensive roadmaps comprising end-to-end analysis of warfare capabilities." (Slide show Oct 2000 CDR Hatch)

3. Personnel Planning

Personnel planning represents the 'faces' in the MPT system. Personnel Planning is a combination of strength planning, community management, recruiting and training. The strength planning sub-process attempts to predict the Navy's total gains and losses for a given fiscal year in order to reach a Congressionally mandated end strength while remaining inside of the congressionally mandated budget. Losses are predicted by using historical data to estimate attrition, retention and retirement behaviors. Gains are predicted in a similar manner using historical data to determine and estimate accessions, transfers from other services and transfers from USNR. Community management is accomplished traditionally through an officer

who is responsible for managing the 'health and welfare' and career development plans of enlisted ratings, rates, and NECs within the manager's purview. The Enlisted Community Manager (ECM) monitors and shapes each community primarily through community planning and reporting coupled with various ad hoc activities. The community planning function is the cornerstone of enlisted community management and encompasses all tasks related to planning and controlling the enlisted community. The tasks performed require the collection and analysis of data, determination of appropriate management actions coordination among a plethora of organizations. Community planning tasks include A and C school plans, women's issues, sea/shore rotation models, advancement exams, career Reenlistment Objectives, TAR management, accession planning, separations, selective reenlistment bonuses (SRB) and pay and allowances.

Another sub-process of the personnel planning process is recruiting. Naval recruiting is divided into four areas, thirty-one Navy recruiting districts and one thousand four hundred and fifty two actual recruiting stations. The Commander Navy Recruiting Commands (CNRC) has an arduous mission to recruit quality men and women into the Navy. Changes in target audience demographics (17-21 year olds) coupled with the dynamic needs of the Navy and congressional mandates, makes recruiting a complicated process.

Training is the last sub-process in the Personnel Planning Process. Historically, most individuals enter the Navy with few, if any of the specific occupational skills

required to meet its needs. The Navy has a unique structure in that it must grow its skill base through specialized training. This training process, transforms civilians into skilled workforce. Military specific skills are taught at the apprentice, journeyman and master level. As such, the training process is driven by authorized billets which is the foundation for training requirements by rated apprentice, journeyman and masters level trained sailors.

4. Personnel Distribution

The end result of Personnel Distribution is to assign an individual sailor to a job that fully utilizes their occupational skills by putting the 1) right person in 2) the right place at 3) the right time with 4) the right training (the four R's). The Distribution process begins by determining what sailors will be distributable nine months out from their projected rotation date (PRD). This distributable inventory is then allocated to the various Manning Control Authorities (MCA's). The Placement Officer works in parallel with the Assignment Officer (detailer) in matching the commands' needs with the sailors' desires and preferences. The placement and assignment sub-process is the focus of this thesis, and is thoroughly described in Chapter III.

B. STAKEHOLDERS

This section identifies the key stakeholders who are affected by the distribution process. Bryson defines a stakeholder as "any person, group, or organization that can place a claim on an organization's attention, resources, or output or is affected by that output." An organizational chart of all the stakeholders involved in the Manpower, Personnel and Training Process is included in Appendix A-1.

To reasonably manage the stakeholder map, only the stakeholders directly affected by the distribution process will be reviewed. A review of the key stakeholders and his or her “stake” or interest in the distribution process is presented, then each stakeholder’s affect on the distribution process is described.

Identifying the key stakeholders indicates those players who have genuine interest and concern over the distribution process. Stakeholders can be seen as users of the distribution process output or as affecting the processes inputs. It should be understood that any changes to one part of the distribution process will have a domino effect on all stakeholders. Therefore, concerns of all the stakeholders must be taken into account before implementing any changes to the distribution process.

The most important objective of the Navy distribution process is the efficient assignment of personnel. Efficiency can be seen as being optimized when the Navy’s four rights (Right Person, Right skills, Right place, Right Time) are in balance with the Sailor’s desires. The detailing process as a whole, and the distribution process in particular, directly and significantly affects the Navy’s readiness and heavily influences retention and recruitment behavior. (Short)

1. CNO

The Chief of Naval Operations (CNO) is concerned with efficiency of the distribution process. He is responsible for the Navy’s mission in support of the National Military and Security Strategies. The mission of the Navy is to “train and equip combat-ready naval forces capable of

winning wars, deterring aggression and maintaining freedom." (http://www.navy.mil) In order to accomplish this mission, military capability depends on four elements:

1. "Force Structure: The number, size and composition of military units.

2. Modernization: The technical sophistication of the forces, weapon systems, and equipment.

3. Sustainability: The 'staying power' of the forces measured in days.

4. Readiness: The immediate ability to execute a designated combat mission." (George 3)

The CNO is also responsible for meeting the Navy's end-strength goal on the last day of the fiscal year (30 September), set at 371,800 for FY 01. Congress mandates that the Navy's end strength fall within one percent above or one-half percent below this amount to be in compliance. The CNO is also responsible for the establishing particular priorities for manning the Navy.

2. CNP

The Chief of Naval Personnel (CNP) issues manpower and personnel guidance based on the CNO's policies as well as National Security Strategies, including retaining quality sailors and accomplishing mission requirements (Short). When the four R's are met, the Navy has accomplished its distribution mission. The CNP is responsible to the CNO in maintaining end strength.

3. Community Managers

Enlisted personnel are managed by Enlisted Community Managers (ECMs). There are roughly 318,000 enlisted sailors (varies yearly be end strength), representing roughly 95 communities (rate and NEC). The number of

community managers assigned to a community varies by the size of community. (Slide Show CDR Hatch) ECM's monitor and shape each community using compensation policy (Bonuses, SRB), accession planning, advancements planning, A & C school planning, pay & allowances (career sea pay, BAH, Flight pay), sea / shore rotation, separation and TERA.

The ECM's primary job is cradle to grave management of their assigned community. Community management includes qualitizing the Enlisted Programs Authorization (EPA), retention, recruiting, and predicting projected personnel levels out five years. Short-term adjustments are regularly performed to make corrections for unforeseen changes in the community's structure. ECMs monitor the sea/shore (rotation) manning in their respective communities and make adjustments to maintain balance. Using the EPA as the baseline, advancements are planned every six months for E-4 to E-6, and once a year for E-7 to E-9. In short, ECMs are responsible for shaping each community by Rate, Rating and NEC.

4. MCAs

The four Manning Control Authorities (MCAs) have a significant stake in the detailing process. The four MCAs are Commander in Chief, U.S. Pacific Fleet (MCA-P); Commander in Chief, U.S. Atlantic Fleet (MCA-L): Bureau of Naval Personnel (MCA-B); and Commander, Naval Reserve Forces (MCA-R). MCAs are responsible for developing manning level priorities within their area of responsibility. They are authorized by the CNO to establish Priority 3 manning requirements, which may, at

times increase manning above normal levels for specific missions or units. (Short)

5. EPMAC

The Enlisted Placement Management Center (EPMAC) details non-designated personnel E3 and below. In addition, it is the placement coordinator and quality assurance manager for the enlisted distribution process. EPMAC develops the Navy Manning Plan (NMP) for each activity/command considering both CNO and MCA priority requirements.

6. Placement Officers

Placement Officers are primarily concerned with the commands' needs. Where assignment officers are generally tasked to work with one particular rating, a placement officer oversees many ratings and commands. Although placement officers are assigned, enlisted placement continues to rely heavily on automation and information technology to complete its tasking. This is attributed to population size. Placement acts as the commands' advocate in the distribution process.

7. PERS-40/Detailers (Assignment Officers)

The enlisted Assignments Division (Pers-40) and the detailers assign designated personnel, E4 and above. The detailer must consider many issues while executing an assignment match. Primary consideration is whether the sailor possesses the occupational skill set a billet requires. Other factors can include: sailor preferences, exceptional family member status, previous enlistment incentives (Guard 2000), and the sailor's career path. If the sailor does not possess the necessary skill set, but meets all other requirements, the detailer considers

availability of schooling. If a quota exists, the sailor can be sent to school en-route to their new assignment, to obtain the necessary skill set for the proposed job.

However, these considerations must be balanced with the detailers concern for the best overall match for the sailor and the Navy while minimizing monetary expenditures. The detailers are allocated limited funds for permanent change of station (PCS) transfers each year. In the past, the availability of PCS funds have varied greatly. Personnel should be assigned in a manner that best optimizes PCS funds while maintaining fleet balance and how requisitions are filled.

8. CCCs

Command Career Counselors (CCCs) are designated personnel within an activity who advise and assist Sailors with personal career progression and development. The CCC is a rated petty officer, E-5 or above, who has a specific skill set and training that affords them the NEC and generally, the NCC rating. Larger commands possess specified NC billets, while at smaller commands CCC duties are collateral and are performed by an individual who holds the appropriate NEC secondary to his/her primary rating. The CCCs are trained on the navy's Job Assignment Selection System (JASS), as well as general career information and promotion opportunities, including commissioning programs, selected reenlistment bonuses (SRB's), reenlistment incentives (Guard 2000), and requirements for special circumstances such as spouse co-location. Essentially, the CCC is trained to be an expert regarding all information located in the enlisted transfer manual. Because of the vast amount of enlisted NEC's available, it is impractical

to expect the CCC to have extensive knowledge on all the possible NEC's, available jobs and the best career path for a sailor within his/her NEC. CCCs make up for these potential deficits by directing personnel with specific career path and rating questions to the senior rating member, usually an E7-E9 with over 10 years of Naval Service. (Andrade).

Even though all commands are required to have a CCC position, it is not mandatory for sailors to go through the CCC in the assignment negotiation process with the detailer. Sailors can contact and apply for jobs directly with their detailer, by phone or over the internet. Many sailors lose out on potentially valuable and time saving information by not seeking out the advice and expertise of their CCC. The proposed web-based detailing process would in all likelihood reduce the number of detailers and their workload, and increase the importance of the CCC's role in the process.

9. Commands

Navy commands are concerned with obtaining qualified sailors to accomplish their assigned ROC/POE (deployable units) or Missions, Functions and Tasks (MFT) (shore commands). Commands are also concerned with retention. After the military personnel draw down of the 1990's, the unfortunate occurrences of September 11, 2001, uncertain economic conditions, and the Quadrennial Defense Review which shifted the basis of defense planning from a "threat-based" model to a "capabilities based" model, retention of quality personnel is at the forefront of Navy concerns. Commands concentrating on retaining quality sailors recognize the distribution process can genuinely make a

difference in retention rates and mission accomplishment which directly affects readiness.

10. Sailors

Sailors get involved in the distribution process as they seek their next assignment. They seek an assignment that will fulfill both their professional development and personal preferences. There are few sailors who possess the desire to serve their country and the Navy without regard for personal needs. Sailors often feel that the process is unfair and the detailers do not 'reveal' all available jobs. (McWilliams 2002). Exit survey results show dissatisfaction with the detailing process and it is frequently cited as a primary reason for leaving the Navy. Whether these views are a perception or reality is not relevant. What is relevant is that the distribution process is the least difficult process to examine and propose possible changes than other reasons cited in the exit surveys for leaving the Navy.

11. Structure/Stakeholder Map

The stakeholder map depicted in Figure 2.2, eliminates the traditional hierarchy that is frequently associated with the Department of Defense. This implies that all parties have a somewhat equal affect and/or stake in the distribution process. Although some stakeholders may not have as a profound or immediate an impact on the process, they may be significantly impacted by its outcome. (Short)

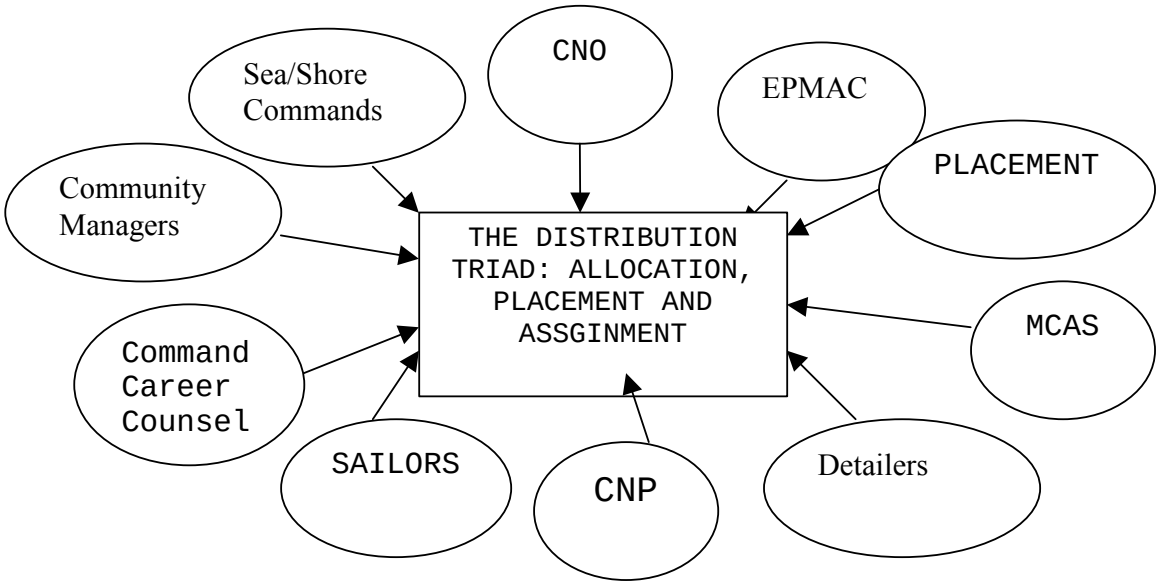

Figure 2.2. The Distribution Process Stakeholder Map.

Table 2.1 depicts the stakeholders and the portion of the distribution process that is of their most immediate concern.

STAKEHOLDER	**DISTRIBUTION SUB-PROCESS OF MAIN CONCERN**
Chief of Naval Operations (CNO)	Allocation/placement/Assignment
Chief of Naval Personnel (CNP)	Allocation/Placement/Assignment
Manning Control Authorities MCAs	Allocation
EPMAC	Allocation/Assignment
Community Managers	Allocation/Placement
Placement Officers	Placement
Detailers	Assignment
Command Career Counselors	Assignment
Commands	Placement
Sailors	Assignment

Table 2.1. Stakeholders and Their Immediate Concern.

D. POLICIES AND INSTRUCTIONS

1. OPNAVIST 1000.16J

The CNO and CNP disseminate the majority of the policies affecting the overall Enlisted Distribution System, with guidance from the Secretary of the Navy,

Secretary of Defense, and Congress. The CNO promulgates the Manual of Navy Total Force Manpower Policies and Procedures (OPNAVINST 1000.16 series), providing guidance to total force manpower requirements and authorizations for naval activities.

2. NAVPERS 15909G

The Enlisted Transfer Manual (NAVPERS 15909G) is the governing document, guiding stakeholders' actions in the allocation, placement and assignment processes under the cognizance of the Chief of Naval Personnel. The Enlisted Transfer Manual dominates the distribution process. It specifically addresses the detailing process, distributing guidelines such as sea/shore rotation, security limitations, and assignment factors. It also covers Limited Duty (LIMDU) restrictions, the Exceptional Family Member (EFM) program, Humanitarian Assignments (HUMS), and overseas service.

3. MILSPERSMAN

Another directive that is imperative in the distribution process is the Naval Military Personnel Manual (MILSPERSMAN). This manual is also promulgated by the CNP and directs all Naval Personnel regarding the following personnel issues: Pay/Personnel Administrative Support System (PASS), Reenlistments, types of duty, promotion guidelines, family support, administrative separations, standards of conduct and most legal matters.

4. BUPERSINST 5450.34C

EPMAC's tasks of developing, maintaining, evaluating and revising the Navy Manning Plan (NMP), coupled with providing centralized assignment and placement control for all non-designated personnel, are guided by BUPERSINST

5450.34C. In addition to the above listed tasks, there is an agreement letter between Pers-40, EPMAC and MCA-R, authorizing EPMAC assignment oversight for all personnel E-6 and above. The MCA-P and MCA-L have jointly agreed in a letter to EPMAC regarding the enlisted placement policy for their individual areas of responsibility. All these agreements have an affect on the distribution process.

5. NAVPERS 15878H

The Retention Team Manual (NAVPERS 15878H), is used as guidance by the Command Career Counselors (CCC) to help retain "top quality personnel in proper balance and required numbers." Through the Retention Team Manual, the CCC's are charged with implementing their organization's Navy Career Information Program designed to ensure all Sailors receive adequate, timely career information, facilitating sound career decisions. The Retention Team Manual covers a plethora of important information, including but not limited to pay, allowances and entitlements, military health care system, Career Reenlistment Objectives (CREO), the Selective Reenlistment Bonus (SRB) program, incentive programs, overseas assignment suitability screening, education programs, fleet reserve, retirement, survivor benefits, the Transition Assistance Management Program (TAMP), veterans benefits, advancements and commissioning programs. Making accurate information regarding these vital programs available to sailors both at sea and at shore installations can have a positive affect on the assignment process and greatly enhance the Navy's retention rates.

6. NAVPERS 18068F Volume I

The Navy Enlisted Occupational Standards manual (NAVPERS 18068F Volume I) is another directive promulgated by the CNP and used at length by the CCC and the detailer in the placement and assignment process. This manual describes the scope of training and general apprenticeship requirements for all Navy enlisted ratings. It is used for enlisted personnel planning, procurement, training, promotion, distribution, assignment and mobilizations. The invaluable tool describes the necessary training and objectives that a sailor must meet to pursue a successful Navy career in a desired rate.

7. NAVPERS 18068F Volume II

The Navy Enlisted Classification (NEC) Manual (NAVPERS 18068F Volume II) is also important to the detailing process. This manual is issued by the CNP and describes the various occupational skills within the enlisted rating structure. The NEC Manual is used primarily by detailers and CCCs, but is accessible by all personnel. It is used to help the enlisted skills management by "identifying billets and personnel and enhancing efficient use of personnel in distribution and detailing." (NAVPERS 18068F Volume II, 1) (Short).

8. EDVR

Although not a policy, the Enlisted Distribution Verification Report (EDVR), which is developed and distributed by EPMAC, is an important reference for communicating manning status among EPMAC, an activity, and its Manning Control Authority (MCA). The EDVR provides valuable information, including present and future manning

status by rate, rating, NEC and activity. The EDVR is the closest document that actually represents the Navy Manning Plan (NMP). The NMP is known as the 'fair share' an activity is allocated based on available inventory.

The policies and references that have a significant impact on the distribution process are listed in Figure 2.3 below.

Influential Distribution Process Policies

DIRECTIVE	TITLE	PROMULGATOR
OPNAVISNT 1000.16J	Manual of Navay Total Force Manpower Policies and Procedures	CNO
NAVPERS 15909G	Enlisted Transfer Manual	CNP
MILPERSMAN	Navy Military Personnel Manual	CNP
BUPERSINST 5450.34C	Mission and Function of Enlisted Placement Management Center (EPMAC) New Orleans, LA	CNP
EDVR	Enlisted Distribution Verification Report	EPMAC
NAVPERS 15878H	Retention Team Manual	CNP
NAVPERS 18068F Volume I	Navy Enlisted Occupational Standards	CNP
NAVPERS 18068F Volume II	Navy Enlisted Classification (NEC) Manual	CNP

Figure 2.3. Initial Distribution Process Policies.

E. CHAPTER SUMMARY

The Navy's Manpower, Personnel and Training System is a complex and labor-intensive system that is designed to match Navy mission to requirements and subsequently match these needs with a sailors desires. Identifying key stakeholders reveals which groups would be most affected by changes to the distribution process. Knowing the concerns

or ‘stakes’ of each of these individuals helps determine the issues of concern when considering any changes to the distribution process. Reviewing the policies that the stakeholders are directed to follow indicates what must be considered prior to designing and implementing any changes to the distribution process, while understanding that any changes implemented in one part of the MPT system will affect the system as a whole.

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III. OVERVIEW OF THE NAVY ENLISTED DISTRIBUTION PROCESS

A. ORGANIZATIONAL STRUCTURE

This section concentrates on the Personnel Distribution process, specifically the Enlisted Distribution System (EDS). The EDS consists of a distribution triad: allocation, placement, and assignment, as depicted in Figure 3.1 below.

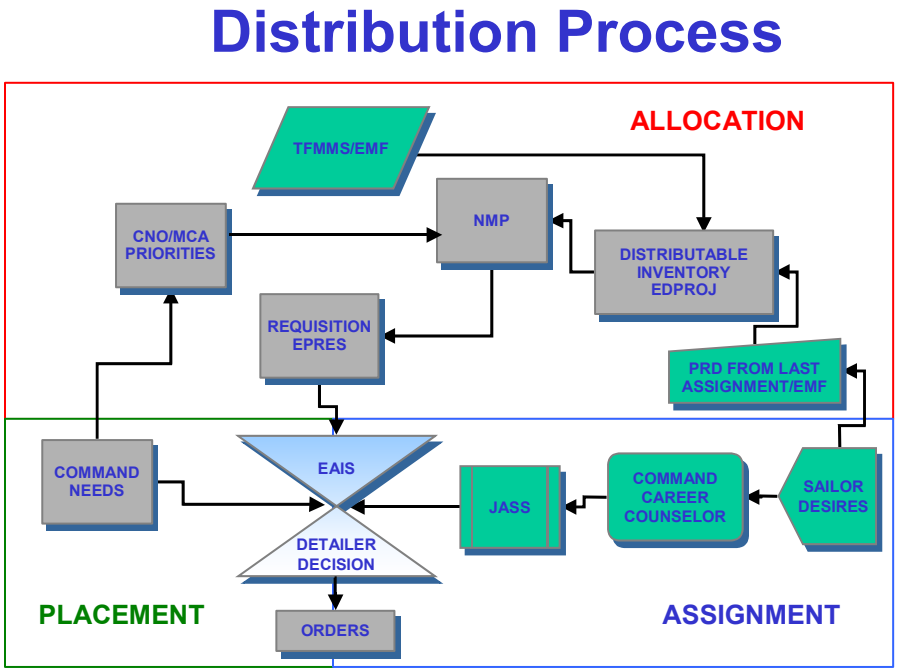

Figure 3.1. Distribution Process.
From: Manpower, Personnel, & Training PowerPoint Brief, CDR Bill Hatch, 2001

Allocation apportions the projected distributable inventory to the Manning Control Authorities (MCA) to fill their projected billet requirements. The four MCAs include: Commander in Chief, U.S. Pacific Fleet (MCA-P);

Commander in Chief, U.S. Atlantic Fleet (MCA-L); Commander, Navy Personnel Command (MCA-B); and Commander, Naval Reserve Forces (MCA-R). Together they cover the Navy's entire scope of available inventory and operations and are responsible for allocating inventory under their charge. Placement represents the command's requirements (needs) or billets authorized (spaces) to the job-sailor matching process. Assignment (detailing) or inventory (faces) represents the sailors' preferences, as well as matching the sailor to a specific job (billet).

These three sub-processes work in concert to fulfill four important objectives of the distribution process. Firstly, commands should get their "fair share" of the number of sailors available for distribution, and thus maintain a manning level required to ensure operational readiness. Secondly, individual command needs must be met. Thirdly, sailor needs and preferences, as well as overall organizational policy objectives, must be represented. Fourthly, matches should meet the requirement of the four 'rights:' 1) right sailor; 2) right training; 3) right billet; and 4) right time.

B. ALLOCATION

Allocation sub-process separates available and non-available inventory, then distributes the available inventory of sailors to the MCA's to fill the manning objectives set by the Chief of Naval Operations (CNO). The end product of the allocation phase is the Navy Manning Plan (NMP). The Enlisted Distribution Verification Report (EDVR) is the resulting document that shows the prioritization of distributable inventory by unit or "fairshare". This distribution sub-process then guides the

placement and detailing sub-processes, as they specify which command gets how many of what type of sailors. The allocation process involves three steps: 1) establishing the distributable inventory; 2) identifying the billets to fill; and 3) allocating the projected inventory to the projected billet requirements, which is reflected in the EDVR.

1. Step 1: Establishing the Distributable Inventory

This step essentially determines the supply of enlisted personnel. To establish the distributable inventory, the Naval Personnel Center (NPC) in Millington, Tennessee first identifies the sailors who are due to be rotated nine months out, and excludes those who are not assignable. These non-assignable sailors are known as the Individuals Account (IA). The IA is comprised of two general categories; transients, patients, prisoners, and holdees (TPPH) and students (awaiting instruction), and an additional group whose end of active obligated service (EAOS) is less than nine months out (i.e. projected to leave the Navy within the next nine months). The net inventory of sailors left is the distributable inventory.

Data is retrieved from two databases, the Enlisted Master File (EMF) and the Total Force Manpower Management System (TFMMS) billet file. The EMF provides data on enlisted personnel (faces), (Rating, NEC, projected rotation date, etc.), while TFMMS provides data on billets (spaces). The sailors available for rotation nine months out are projected by the Enlisted Distribution Projection System (EDPROJ), which compares data from the EMF and TFMMS billet file with policy guidelines to generate a projection of sailors to rotate. The generated list of distributable

sailors and the billet file come together at the Enlisted Personnel Placement Management Activity Command (EPMAC). The allocation sub-process is depicted in Figure 3.2 below:

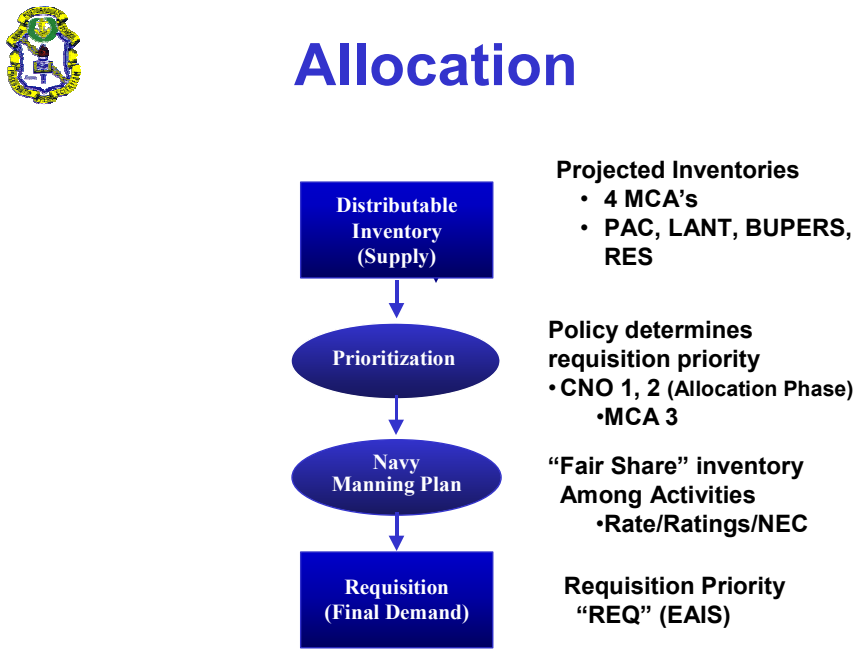

Figure 3.2. Allocation.
From: Manpower, Personnel, & Training PowerPoint Brief, CDR Bill Hatch, 2001

2. Step 2: Identifying the Billets To Fill

Also prepared by NPC, this step identifies the projected 'job vacancies' nine months out, i.e. the demand. It follows from step one above that when sailors are projected to rotate nine months out, their current billet will in turn be vacant when they rotate. Due to sailor attrition (unplanned losses) and pending reenlistments, additional billets need manpower replacement. This data is generated using the systems in step one (EMF, TFMMS, and EDPROJ). EDPROJ uses historical attrition rates, reenlistment (retention) rates, and mathematical models to

project the potential losses and the additional billets that need replacement. In short, steps one and two identify by name and description every sailor and billet that need to be matched nine months out. It must be noted that this is largely a projection (estimates) and is subject to dynamic changes in the forthcoming nine months (i.e. reenlistment rates may change, attrition rates may vary, billets may be deleted or added, and so forth).

3. Step 3: Allocating The Distributable Inventory

EPMAC uses the data from NPC to produce the Navy Manning Plan (NMP). The NMP is the prioritized distribution of distributable inventory to the various activities. With projected 'supply' and 'demand' data generated in steps one and two, EPMAC can then distribute the inventory based on policy guidelines and manning targets. EMPAC's goal is to ensure that the commands get sufficient sailors to maintain a targeted manning level.

The allocation process is based on CNO policy and MCA priorities. EPMAC allocates sailors by rate, rating, and NEC (i.e. Hospital Corpsman, Electronic Technician, Independent Duty Corpsmen, etc.) to ensure each unit is manned at a "fair share" manning level. CON Priority -one, and -two, billets are allocated first, then priority three MCA billets are allocated. Commands that do not have priority manning or billets will be allocated inventory after the priority billets are filled. They receive sufficient sailors to ensure they have a fair share manning level as compared to other commands. Commands with no priority billets often bear with a shortfall due to the fair share policy and a persistent shortage of sailors. EPMACs, allocation of inventory to activities without

priority billets is solely done by a distribution algorithm. The NMP's guidelines of, 'who gets how many,' directly impacts the placement and detailing process, which will then match sailors to billets.

The NMP is processed electronically and transferred into the Enlisted Personnel Requisition System (EPRES). EPRES generates a requisition for personnel through a Requisition Posting Module (RPM) in the Enlisted Assignment Information System (EAIS) used by Detailers.

C. PLACEMENT

Placement is the second leg of the Distribution Triad. Though different, it is accomplished in parallel with the assignment process. The placement process acts as the command advocate, checking that authorized billets are filled with qualified people. This is accomplished by ensuring the four 'rights'—1) the right person; 2) with the right training; 3) in the right billet; and 4) at the right time. Placement represents the greatest difference between enlisted and officer distribution. Officer placement is accomplished by various offices in the Bureau of Personnel (BUPERS) and relies upon direct personnel interaction between the placement officer and the activity. This direct interaction gives commands individual attention to manning issues. Enlisted placement is more automated, using computer algorithms and information systems. This is attributed to differences in officers and enlisted population size. However, the fundamental process and end results are essentially the same.

EPMAC is the principal agent for the enlisted placement function. Other offices within BUPERS handle

placement for special assignment categories. As described above, NMP and the resulting requisitions generated through EPRES provide the targets for placement to meet command needs. NMP attempts to ensure a "fair share" of the projected strength across all activities, additionally an MCA can prioritize algorithms to give specific billets within an activity higher priority based upon operational necessity and other special circumstances. Furthermore, placement is responsible for the timely replacement of unplanned losses. Though manpower intensive, the special consideration paid to handling unplanned losses is successful in maintaining a high level of readiness.

D. ASSIGNMENT

Assignment or 'detailing,' is the third sub-process in the distribution triad. Assignment actually assigns names to the faces that fill the previously allocated spaces. The detailer is the agent in the assignment process. The detailer's goal is to cost effectively match sailors with the necessary skill sets to the prioritized requisitions in such a manner as to best satisfy the individual sailor's duty preference (ETM, p. 2-1).

The detailer views distributable inventory in EAIS nine months before the sailors complete their current assignment. At the same time, sailors are viewing the available jobs (billets) through the Job Advertising and Selection System (JASS). Sailors can use JASS at their convenience to view upcoming vacancies, and discuss possible options with their spouse, so as to make informed requests for their next assignment. JASS permits sailors to view upcoming jobs in their pay grade and rating or Navy

Enlisted Classification (NEC). View-only JASS is available to any sailor or officer in the Navy that has access to the World Wide Web, (http://www.bupers.navy.mil/jass/vjass.htm).

After sailors have reviewed and found a set of jobs in JASS, in which they are qualified and interested, the sailors can meet with a Command Career Counselor (CCC) or call the detailer directly. A combination of training, experience and written manuals are used by the CCC and the detailer to determine whether the sailor holds the requisite qualifications necessary to obtain the desired job. Detailers also consider the sailors' career path to afford them the best possibility for professional development and subsequent advancement. The CCC has access to a secondary screen in JASS, not accessible to sailors, which allows the CCC to apply for job(s) on behalf of the sailor. Using JASS, the CCC helps sailors apply for up to five different jobs in preferential order. JASS leveled the playing field for all sailors by instituting batch processing versus the old system of 'first-come, first-served.'

The detailing requisition inventory cycle occurs every two weeks. Available jobs are downloaded from EPMAC into JASS and EAIS at the beginning of each two-week period. During this timeframe, sailors will apply for jobs through JASS, and contact their detailer by phone and e-mail to negotiate for orders. The detailer accesses the system to manually match vacancies with personnel participating in the requisition cycle, and unofficially pencils a sailor's name to a billet. At the end of the two-week period, the

cycle is officially closed and the detailer spends approximately four days reviewing constituents' desires and matching the best-qualified sailor to an available billet. If sailors begin their search at the nine-month mark, they will be able to participate in up to six requisition cycles before hitting the six-month timeline (when sailors are matched compulsorily to a billet).

After the detailer has made assignment matches, the detailer accesses the orders writing screen in EAIS to begin the order writing process. For E-6 sailors and above, once the orders are electronically assigned they are reviewed by EPMAC for quality of fit. EPMAC has the authority to veto preliminary assignments between detailers and sailors E-6 and above. This ensures that the detailers' assignment best matches sailors to jobs. EPMAC placement specialists can veto orders that fail to meet fleet readiness manning and balance, even if the orders meet the sailor preferences. Once approved, a hard copy of their orders is sent to the sailors via their chain-of-command.

E. SAILOR PREFERENCE ACCOUNTABILITY

Detailers often have a wide range of reassignment options. Whether these options appeal to the individual sailor's preferences is a difficult matter. As stated earlier, detailing matches available personnel assets with existing Navy-wide requirements in such a manner as to best satisfy the individual sailor's duty preference (ETM, p. 2-1). Furthermore, the submission of the Enlisted Duty Preferences (EDP) sheet by Navy sailors is deemed "valuable, timely" information. It is the individual sailor's responsibility to submit this form via JASS or

standard mail (Appendix 1); if not submitted, it is viewed as a signal to the detailer that the sailor has no duty preference. When no duty preferences are on file, the detailer makes assignments based upon the highest priority requirement.

The EDP sheet is submitted after completing six months of duty at the sailor's first permanent duty station. Subsequent forms can be submitted at any time thereafter, especially when significant changes in personal data occur (i.e. dependency status, location of household goods, etc.). In an effort to ensure an updated EDP, EPMAC produces a monthly report that lists those command members whose PRD or EAOS month is ten months from the date of the report. This report gives members with no EDP on file a chance to submit a preference sheet; it also reminds those who have submitted an EDP as to what preferences are listed. Furthermore, EPMAC provides a verification listing of those sailors who have submitted preferences within the preceding two to three month period.

The EDP allows the sailor to specify weighted preferences for duty assignment based upon shore duty, overseas duty, and sea duty. A numerical scale from one to three, with one being the greatest preference, is used to distinguish a priority for shore, overseas, or sea duty. Within that specific duty assignment, the sailor then provides a preference for location and type-of-duty activity. See Appendix 1-2 for a list of most commonly used locations and type-of-duty codes. Three of each of these attributes is listed, with number one being the most preferred. Also incorporated into the EDP is a section to

list “Career Intentions,” “Marriage/Dependency” changes, and “Remarks.” The latter section allows for free remarks—any additional information that may be useful for the detailer in determining the sailor’s reassignment.

Other means to incorporate sailor preferences into the detailing process include the Guaranteed Assignment Retention Detailing (GUARD 2000) Program, the Co-Location Program, the Twilight Tour Program, and the SWAPS Program. These programs were implemented as a means for supporting the goal of best satisfying the individual sailor’s duty preference (Interview, 10 January 2002, McWilliams).

The GUARD 2000 program offers two guaranteed assignments within a twenty-year career timeframe in return for a four-, five-, or six-year reenlistment commitment. All E-3 personnel, (who have passed the E-4 examination and meet all other advancement criteria), and E-4 through E-9 with less than seventeen years of active military service, may apply for this program. Assignments under this program are made when EAOS and PRD coincide. Guaranteed duty assignments are interpreted as being either: 1) type ship/type aircraft; 2) homeport for sea duty; 3) shore duty in a specific geographic location; or 4) split tour. Furthermore, GUARD 2000 does not allow the four assignment selections to be considered simultaneously, and only one guarantee is authorized per applicant.

The Spouse Co-Location Program (SCLP) is designed to focus on the preference of family unity vice duty location. Detailers exhaust all avenues to ensure enlisted spouses are offered co-located duty stations. Use of this program designates that one military member will be on shore duty,

while the other is on sea duty. In order to qualify for this program, both members must submit a request chit (NAVPERS 1306) twelve months prior to their PRD.

The Twilight Tour program is intended to allow qualifying participants to request assignment to the area of the sailor's choice for the last tour of active duty service. It is designed for those individuals who will complete thirty or more years of active duty. Personnel are assigned to the geographic area of their choice (as Navy needs allow).

Lastly, the Exchanges of Duty and Reassignment, or SWAPS program assigns an individual to a specific area for individual morale reasons. This program allows sailors to be relocated despite not being justifiable in the view of government funds expenditure required. A no-cost swap is approved provided the individual agrees to bear all expenses involved. Personnel must have completed a minimum of nine months at their present command prior to submitting a request, and must have completed a minimum of twelve months onboard at the proposed time of duty exchange. Both personnel must meet the billet requirement for rate, rating, and type of duty classification code or NEC.

F. COMMAND PREFERENCE ACCOUNTABILITY

Accountability for command preference begins with the activity's workload. Fleet manpower requirements start with input from the ROC/POE (from the Resource Sponsors), Activity Manpower Document (AMD) change requests, and other influencing documents. AMD change requests allow the individual command to express qualitative and quantitative changes of manpower requirements/ authorizations. A team

from the Navy Manpower Analysis Center (NAVMAC) completes an on-site validation of the fleet unit. The resulting output is a Ship Manpower Document (SMD), Squadron Manpower Document (SQMD), or Fleet Manpower Document (FMD) and AMD that reflect the operational unit's readiness requirements (2002, MN4119, Hatch).

Shore manpower requirements start with input from the Mission Function Task (MFT) statement, AMD change requests, and Performance Work Statement (PWS). A team travels to each activity representing the claimant (i.e. CINCPACFLT Manpower Field Office (CMFO) or the CINCLANFLT Manpower Analysis Team (CMAT)) and collects activity workload. This is accomplished using the Shore Manpower Requirements Determination Program (SMRDP), which encompasses the processes of work measurement, historical data, and interviews. The resulting output is a Statement of Manpower Requirements (SMR) and, once funded, an AMD (with NAVMAC oversight) reflecting an activity's current funded shore requirements, which ensures optimal use of resources to support the fleet (2002, MN4119, Hatch).

G. NEED FOR ALTERNATIVES

Despite the aforementioned policies to record sailor and command preferences, as well as the numerous programs implemented to further assist the process, problems with the placement and assignment system continue to exist. Pathologies identified include the following: 1) Many commands do not get 100 percent of their requirements. 2) miss-use/misunderstanding of JASS; 3) human error; 4) unmet sailors' preferences; 5) subjective assignment decisions; 6) labor intensive; 7) long cycle times; 8) sailor gaming; and 9) process redundancies.

1. Unmet Command Requirements

Detailers work with placement officers to maintain the fleet balance by ensuring that enlisted personnel are equitably distributed to all activities among the MCAs by rate, rating, and NEC in proportion to the Enlisted Master File (EMF) and billet file. However, the number of billets generally exceeds the number of personnel available to fill them. The priority system established by the CNO and the MCAs help ensure that requirements with the highest priority within and activity are given consideration first. This process burdens other commands that have lower priority billets to accomplish their workload with fewer personnel.

Another conundrum that exists is that the sailors, who are left to fill billets after the priority billets are filled, may not be the optimal match for the requirements. Some commands may receive a 'face' to fill a requirement, but the qualities the sailor brings to fill the position may not meet the gaining command's requirements.

2. Miss-Use/Misunderstanding of JASS

JASS permits sailors to view upcoming jobs in their pay grade and rating or Navy Enlisted Classification (NEC). The individual sailors cannot directly apply for available jobs in JASS. They can only apply through their CCC. Feedback from the detailer shows improper use of the JASS system to record individual sailor's preference (Interview, 10 January 2002, McWilliams). For example, JASS allows a sailor to apply for five job selections in preferential order. Attempts to game the system occur when the CCC inputs the sailor's number one job preference into JASS five times. This gaming does not give the individual

sailor a “leg up” toward attaining a particular billet, but instead backlogs the JASS output que, which detailers use to match sailors to billets. Such miss-use/misunderstanding of JASS by the CCC, leads to sailor discontent with the system, thus increasing the sailor’s propensity to leave the Navy.

3. Human Error

Currently, there is no single tool to assist the detailers to mentally juggle the plethora of diverse policies, procedures, and information to ensure that the four rights of placement and assignment are met. Detailer decisions are too frequently subjective ones.

Detailers must consider numerous, often changing, policies and procedures promulgated by DoD, CNO, MCA, and CNPC when considering assignments. The detailer must also consider PCS cost, Fleet balance, requisition priorities, gapped billets, sea/shore rotation, pay grade, gender, and number of family members. Detailers continually struggle to balance the Navy’s requirements with the sailors’ desires.

4. Unmet Sailors’ Preferences

Another problem identified is that there is a perception, especially by the junior enlisted, that the sailor’s preferences always take a back seat to the “needs of the Navy.” The detailer acts as a community mentor, advocating a variety of duty assignments to ensure that personnel have the opportunity for advancement experience and rating excellence. The detailer also takes sailor preferences into consideration. However, due to CNO and MCA prioritization, some billets must be filled quickly to maintain operational readiness requirements.

5. Subjective Assignment Decisions

Despite improvements in the assignment system, sailors and commands continue to perceive assignment decisions as subjective. Sailors believe that not all jobs are displayed on JASS; that the detailers intentionally do not reveal the best jobs. Sailors will call the detailer, attempting to game the system, and ask, “What jobs do you think will be coming open in the next cycle?” Assuredly, the detailers do not have a crystal ball to answer this question (Interview, 10 January 2002, Clemens and McWilliams).

Commands lacking a trained manpower specialist suffer from lack of knowledge. Many commands feel that they are not adequately staffed. This is possibly due to a misunderstanding of the manpower requirements determination process. Furthermore, when a command’s AMD has not been updated to match the current mission, vision, and goals required of that activity, then they begin to request mismatched requirements. (Interview, 10 January 2002, McWilliams)

6. Labor Intensivity

The entire distribution process is extremely labor intensive. This is largely due to inadequate technology and incompatible legacy systems (i.e. JASS and EAIS). Detailers must hand-transfer information from JASS into EAIS and vice versa. Much of the actual detailing process is performed using the telephone and e-mail. In the course of one day, the average detailer can receive approximately 300 emails and 80 phone calls (Interview, 10 January 2002, McWilliams).

7. Long Cycle Times

The cycle time for the detailing process is defined as, the time a sailor enters the process to when the sailor receives hard copy of orders, is long. Sailors enter the detailing process nine months prior to their Projected Rotation Date (PRD). From the time the sailor actually requests a set of orders, and the detailer verifies eligibility, discusses decisions with the placement officer, writes the orders, and EPMAC reviews (if necessary), the entire process can take five to nine months. Written orders are received anywhere between three months prior to and three months after their PRD. This affects sailors and their families' ability to schedule their move, possibly sell a house or give 30 days notice to terminate a rental contract, and look for a residence at their new duty station. Complicating this issue is adequate leave time between duty stations. A report no later than (NLT) date is listed on the sailor's orders with a recommendation for a maximum amount of leave allowed en rout to the new duty station. Unfortunately, actual day of detachment is determined by losing command, which sometimes does not allow a sailor to take an adequate amount of leave en rout to the new duty station. Sailors prefer that adequate leave be written into the orders not as suggestions or maximums but as required parts of executing the orders. (AS Sailor Focus Group Notes, 2002).

8. Sailor Gaming

The current process allows for gaming activities by the sailors. The sailors know that the distribution process operates on a two-week cycle. If sailors do not

see a job that interests them on JASS, they will wait for the next cycle with the expectation that a more desirable one will be in the next batch. This behavior begins to occur about six months prior to their PRD. Without input from the sailor, a possible detailer option is to make an assignment based upon CNO and MCA prioritizations. Although this is a possibility, it is rarely done.

Another common gaming procedure among individuals coming up to their PRD and EAOS, is to delay their reenlistment or extension decision while waiting for their preference of billets to materialize. The longer these individuals wait, the more labor intensive the assignment sub-process becomes.

9. Process Redundancies

The current distribution process is hindered by redundancy. For instance, the sub-process of assigning an individual sailor to a billet involves at least four people. The sailor looks at the available job listings in JASS and decides on the job or jobs for which to apply based on his/her subjective level of utility. The career counselor then looks at the sailor’s decisions and advises the sailor in his choices, considering his rating, NEC, and professional development. The detailer looks at the sailor’s requests in JASS, as well as from phone calls and e-mails received, and assigns the sailor based on rating, NEC, professional development, and personal preferences. Lastly, the proposed assignment is sent electronically to EPMAC where yet one more individual looks it over for quality of fit.

H. CHAPTER SUMMARY

The Navy Manpower, Personnel, and Training (MPT) system ends in the distribution process and fleet readiness. After the earlier stages of determining, programming, and planning for these requirements, distribution actually puts sailors into billets. In order to fulfill Navy needs, distribution is the execution phase of filling ‘spaces’ with ‘faces.’ Arguably, this is the most important phase of the process and actually identifies individual billets that are required to fill, and assigns the best sailor “fit” to fulfill the job requirement. All the earlier programming and planning stages will come to naught if the distribution process is not carried out effectively and efficiently.

The current distribution process is complex, highly dynamic, and time sensitive. It not only involves getting the right person into the right job, but also impacts the motivation of sailors who seek to get the job they desire, which in turn impacts performance and retention. Ultimately Navy manning levels and operational readiness are at stake. Therefore, unlike the other phases of the MPT system, the distribution process must not only consider command needs, but also sailor needs. This ‘dual needs process induces a great deal of dynamic variability and subjectivity. Any redesign efforts for the distribution process must consider these two sides of the same coin.

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IV. OVERVIEW OF AVIATION SUPPORT EQUIPMENT TECHNICIAN (AS) COMMUNITY

A. COMMUNITY DESCRIPTION

The Aviation Support Equipment Technicians (AS) rating is but one rating within the larger Aviation Mechanical Enlisted Community. The Aviation Mechanical Enlisted Community includes over 35,000 sailors with eleven ratings and over 200 Navy Enlisted Classifications (NEC). The sailors in the AS rating range from E-1 to E-9, with the potential of achieving several of eleven total NECs.

AS technicians are responsible for the service, testing, and organizational and intermediate level maintenance and repair of over 16,000 pieces of aviation support equipment, aviation armament handling equipment, and associated components. They maintain support equipment systems including gasoline and diesel engines, hydraulic and pneumatic systems, automotive electrical systems, gas turbine compressor units, power generating equipment and air conditioning systems (excluding avionics support equipment). They also perform structural and body repair and painting of aviation support equipment. Finally, they perform periodic maintenance inspections of aviation support equipment and provide training in operating the equipment.

People in the AS rating may be assigned to sea or shore duty. They may work in hangars and sheltered areas, on flight decks or on flight lines at air stations. They work closely with others, do mostly physical work, work somewhat independently and require little supervision. The

personnel assigned to this rating are exposed to extreme wind and noise levels.

B. COMMUNITY STRUCTURE

In recent years, the AS rating has undergone a major redesign. The redesign of this rating has resulted consolidated fifteen NECs to eleven, with some technical NECs assigned exclusively to E-5 and E-6 sailors (and above). The redesign was initiated to reduce overhead and redundancy in training and schools that taught the same skills to multiple NECs. Table 4.1 lists all current NECs in the AS rating.

Name	NEC
SE Cryogenics	7601
SE A/C Mechanic	7603
SE Gas Turbine	7606
SE Gas Diesel	7607
SE Maintenance Manager	7609
SE Hydraulic Tech Afloat	7612
MOB Electrical PP Ashore	7614
Crash Mechanical Ashore	7617
Crash Mechanical Afloat	7617
Afloat SE Technician	7618
OXY/SMAWELD Certified	7222

Table 4.1. Current NECs in the AS Rating.

Unlike most ratings, requirements for the AS rating are not strictly NEC driven. A sailor with the NEC for Gas Turbine is not restricted to maintaining only gas turbine equipment. This sailor is most likely competent on many types of equipment, electrical, and hydraulic, as well as diesel, however their primary NEC will be based on the C-school (specialization school) they attended. This frequently causes confusion during the assignment process

as commands worry when they receive a sailor in the AS rating that does not have a NEC corresponding to matching the NEC on the EDVR and AMD. A sailor with the AS rating can be thought of as a "Jack-of-All-Trades." (Interview, 10 January 2002, Clemens and McWilliams)

C. BILLET STRUCTURE

Currently the AS Community has an Enlisted Programmed Authorizations (EPA) of 2,345 as determined by NAVMAC (fleet manpower) and the individual claimants (shore manpower) (EMC Statistical Summary Sheet, December 2001). This number includes Force Strength (FS) and IA. As previously outlined, requirements for units within the fleet are displayed in the SMD, SQMD, or FMD. These are the requirements that are necessary to accomplish 100% of the command's operational mission as necessitated by the ROC/POE. Shore manpower requirements are displayed in the SMR. These are the requirements necessary to accomplish 100% of the commands' mission as originated in the MFT statement.

Billets Authorized (BA) for the AS community totals 2,345, or 100% of EPA (EMC Statistical Summary Sheet, December 2001). BA describes a manpower requirement supported by approved funding (Resource Sponsors) and end strength (Congress) (OPNAVINST 1000.16J). Billet authorizations are reflected in an activity's AMD.

The Enlisted Community Manager (ECM) provides enlisted strength planning. Data is downloaded from the EMF to a Transaction Monitoring Module (TMM), which predicts monthly losses and gains to the AS rating inventory through the use of the Obligated Service Contract Analysis Module (OSCAR),

Navy Attrition Model (NET), the Retirement Model (RETIR), and the Strength Planning Accessions Navy Module (SPAN). Current inventory for the AS rating is 2,294. The total percentage of inventory to EPA is 97.8% (EMC Statistical Summary Sheet, December 2001).

Overall, the AS rating is very robust. Total inventory to BA (FS only) is 98%. Sea/OUTUS inventory to BA (FS only) is 104.8%, while Shore/CONUS inventory to BA (FS only) is 89.8%. The IA inventory contains 166 sailors (EMC Statistical Summary Sheet, December 2001).

D. LOCATION OF BILLETS

Enlistees are taught the fundamentals of this rating through on-the-job training or formal Navy schooling (A-school, AS rating general training). Presently, A-school is located in Pensacola, Florida, and lasts approximately 17 weeks. The subjects covered include aviation basic theory and the basic skills required for the rating.

Duty Classifications Codes for the AS rating are as follows:

Shore Duty (Sea/Shore Code 1): Duty performed in United States land based activities (including Hawaii and Anchorage, AK) where members are not required to be absent from the corporate limits of their duty station in excess of 99 days per year.

Sea Duty (Sea/Shore Code 2): Duty performed in commissioned vessels and deployable squadrons home ported in the United States (including Hawaii and Anchorage, AK).

Overseas Remote Land-Based Sea Duty (Sea/Shore Code 3): Duty performed in a land-based activity, which does not require members to be absent more than 99 days per

year, but is credited as sea duty for rotational purposes due to the relative undesirability of the geographic area.

Non-rotated Sea Duty (Sea/Shore Code 4): Duty performed in commissioned vessels and deployable squadrons home ported overseas.

Overseas Shore Duty (Sea/Shore Code 6): Duty performed in overseas land-based activities, which are credited as shore duty for rotational purposes (ETM).

During a 20-year career in the Navy, a sailor in the AS rating spends about 60 percent of his/her time assigned to fleet units and 40 percent to shore activities. The typical sea/shore rotation schedule for the AS rating is as follows:

ASAN	48 months sea/24 months shore
AS3	48 months sea/36 months shore
AS2	45 months sea/36 months shore
AS1	33 months sea/42 months shore
ASC	33 months sea/36 months shore
ASCS	36 months sea/36 months shore
ASCM	36 months sea/36 months shore

During the first 48-months of duty (ASAN-AS3), most sailors in the AS rating will be assigned to Sea/Shore Code 2, 3 or 4 sea duty at a fleet or overseas Aircraft Intermediate Maintenance Department (AIMD). The sailors are expected to perform duties as support equipment technicians and increase their rating knowledge through practical application. Usually within three to six months of arriving at their command, they are expected to become

SE Tire and Wheel and SE Hydraulic Contamination certified while simultaneously completing the 3M Maintenanceman Personal qualification standards (PQS). Sailors who are assigned to Sea/Shore Code 2 or 4 sea duty are also expected to become Enlisted Aviation Warfare Specialist (EAWS) qualified before completing their tour of duty.

Fleet assignments are found on aircraft carriers (CV's), amphibious ships (LHD's, LHA's), air squadrons (VFA and VP), mine command ships (MCS), and OCONUS. Figure 4.1 displays AS sea billet breakdown by platform for the ASAN-AS3 ranks.

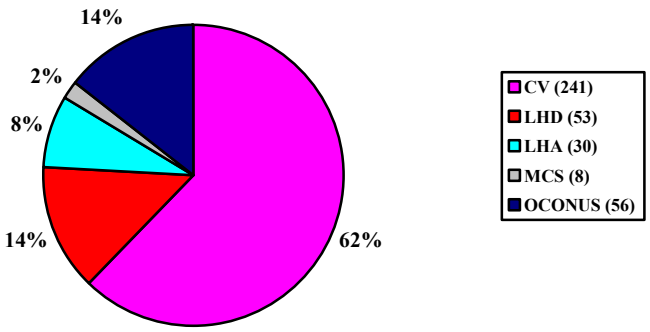

Figure 4.1. AS Sea Billet Breakdown by Platform for the ASAN-AS3 Ranks.
From: AS Rating PowerPoint Brief, ASCS(AS/SW) McWilliams, 2001

Following their first tour, a sailor in the AS rating is typically assigned to Sea/Shore Code 1 or 6 shore duty (CONUS or OCONUS). Those billets are typically found at Naval support activities, air wings, AIMD detachments, recruiting commands and training commands. Personnel serving duty at a code 1 or 6 assignment can expect to serve as an SE Maintenance Technician or work center supervisor. Those sailors assigned to code 3 (overseas shore, counted as sea) can be assigned as SE Maintenance

Technicians or, if eligible, to Physical Security. Sailors in the AS rating with the rank of Petty-Officer Second Class are expected to maintain previous qualifications and become Collateral Duty Inspectors. Figure 4.2 displays the shore billet breakdown by platform for the AS2 rank.

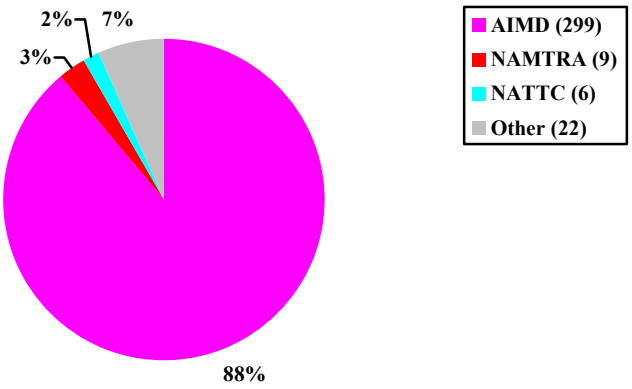

Figure 4.2. Shore Billet Breakdown by Platform for the AS2 Rank.
From: AS Rating PowerPoint Brief, ASCS(AS/SW) McWilliams, 2001

The typical career path for a First-Class Petty Officer in the AS Rating includes supervisory roles at sea or ashore. Those serving at an AIMD or IM4 may have the opportunity to be assigned as a Quality Assurance Representative. Superior performers will be considered for a tour as an Instructor if a billet is available. Furthermore, superior performance at sea (code 2 or 4) as an AS1 is critical to be competitive for Chief. At this rank, warfare and professional qualifications are maintained.

As a Chief in the AS rating, one is expected to serve as a Production CPO at sea or ashore. Billets are available at various staff locations, Instructor or

Production Chief. Performance at sea (code 2 or 4 billets) is considered critical to be competitive for Senior Chief and Master Chief. Most Senior Chiefs are expected to serve as Division LCPO at sea or ashore. Billets are available at various staff locations, 3M Coordinator, Instructor, or Production Chief. Master Chiefs are expected to fill various leadership roles in and out of the AS rate. Billets are available as Division LCPO, School CPOIC, Department LCPO, I-Level Maintenance Master Chief, Command Master Chief (CMC), 3-M Coordinator, SNAP II Coordinator, SE Technical Coordinator, and SE Program Analyst. ASCMs are expected to maintain correct sea/shore rotation consistent with the rate. Both the CMC and the Maintenance Master Chief are voluntary and require an application and screening process.

Figure 4.3 displays a breakdown between code 1 and 6 billets versus code 2, 3 and 4 billets in the AS community.

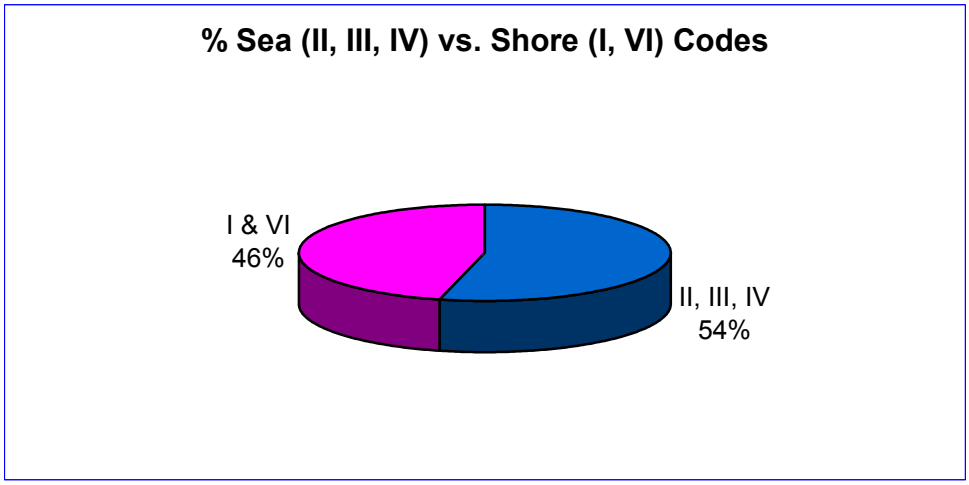

Figure 4.3. Breakdown between Code 1 and 6 Billets versus Code 2, 3 and 4 Billets in the AS Community.
From: AS Rating PowerPoint Brief, ASCS(AS/SW) McWilliams, 2001

Figure 4.4 displays the number of sea versus shore billets for each rank within the AS rating.

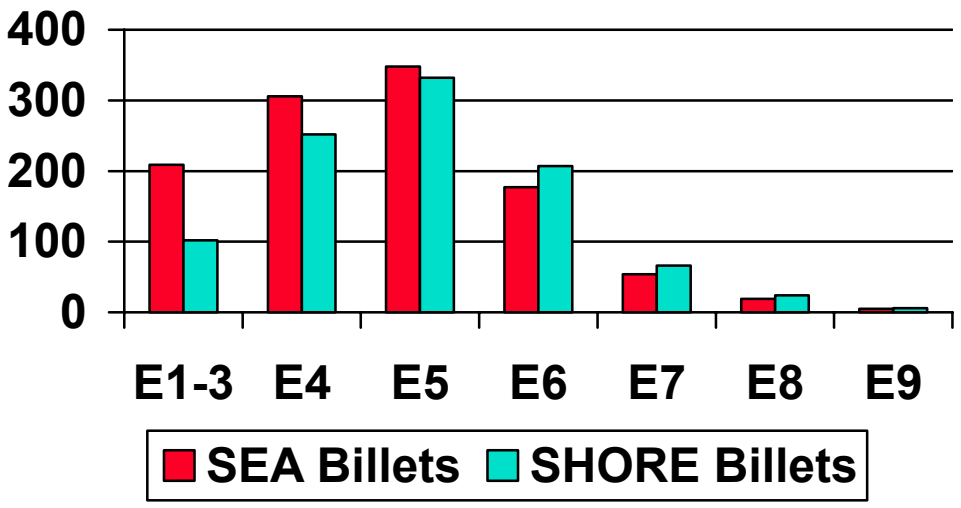

Figure 4.4. Number of Sea versus Shore Billets for each Rank within the AS Rating.
From: AS Rating PowerPoint Brief, ASCS(AS/SW) McWilliams, 2001

E. CHAPTER SUMMARY

The Aviation Support Equipment Technician rating is a rating fraught with multiplicity, as demonstrated by the consolidation of fifteen NECs to the current number of eleven. Despite the many specializations available to the AS rating, each sailor within this rating can be considered a "Jack-of-All-Trades" in the aviation maintenance world. This is vital to their placement and assignment process. The AS rating was selected for researching sailor and command preferences due to its assortment of available billets, commands, and locations. The relatively small size of the community and detailed career path makes it suitable for study.

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V. METHODOLOGY AND FINDINGS BACKGROUND

A. BACKGROUND

In his recently released ***Leadership Guidance for 2002***, the Chief of Naval Operations (CNO) placed "Manpower" as his number one priority. His guidance directs Navy leadership to 'invest' in its sailors:

> Maximize the availability of web-based tools to enhance the flexibility and responsiveness of the detailing process. This includes, to the greatest extent possible, providing updates on pending billet availability to give Sailors greater opportunity to bid on jobs. (United States Navy: Chief of Naval Operations-Guidance for 2002)

Funding from the Office of Naval Research (ONR) for this initiative is in full swing through Navy Personnel Research, Studies, & Technology (NPRST).

Dr. William R. Gates and Dr. Mark Nissen, from the Naval Postgraduate School (NPS), are researching possibilities of using a two-sided matching algorithm/ intelligent agent to improve the Navy enlisted distribution process. Other research conducted by the University of Memphis and the University of Mississippi is formulating optimization models, single-attribute matching models, and bidding/credit models for the enlisted placement and assignment sub-processes.

This thesis explores sailor and command preferences for utilization within the various models to link the research to a single Navy enlisted rating. In this pursuit, specific characteristics of the MPT system, current distribution process, and the AS rating must be

identified and analyzed. Instead of the Navy's current centralized, hierarchical labor market, which matches enlisted sailors to jobs, the proposed detailing alternative uses web-based markets and intelligent agents to help improve equity and efficiency in the job-matching process (Short).

B. METHODOLOGY

Identifying the current MPT system and enlisted detailing process required researching the Enlisted Transfer Manual, the Manual of Navy Total Force Manpower Policies and Procedures, and numerous presentations regarding the Navy's Enlisted Distribution System (EDS). An overview of the MPT system was presented in Chapter II, while a synopsis of the EDS with an emphasis on the current placement and assignment sub-processes was presented in Chapter III. After describing the distribution process, the next step sought to identify and analyze the enlisted rating that would be used for this particular research. An overview of the AS enlisted rating was presented in Chapter IV.

The next step sought to uncover AS rated sailor and command preferences that affect the distribution process. This was accomplished through the use of two questionnaires—1) the AS Sailor Preference Questionnaire; and 2) the AS Command Preference Questionnaire. In addition, focus groups were held with AS rated sailors in their second or greater tour to reveal personal experiences with the current placement and assignment sub-processes. The field of AS sailors was restricted to only those sailors in their second or greater tour. This was done to

concentrate our efforts on those sailors who have actually gone through the detailing process.

The AS Sailor Preference Questionnaire was administered to approximately 100 sailors at sea and shore activities located in Lemoore, Coronado, and San Diego, California. Focus groups were held with the same groups following completion of the questionnaire; the sailor questionnaire template is included as Appendix 2. The AS Command Preference Questionnaire was sent via e-mail to Maintenance Officers (MO)/Division Officers (DO) and Leading Chief Petty Officers (LCPO) in charge of AS Rated sailors at sea and shore activities. Approximately thirty surveys were completed and returned; the command questionnaire template is included as Appendix 3.

Finally, several personal interviews between the authors and the AS Rating Detailer, Bureau of Naval Personnel (BUPERS) administrative representatives, and NPRST research analysts provided additional details. These informative discussions provided the basis for the assessment, conclusions, and recommendations in this thesis.

C. SAILOR PERCEPTIONS OF THE DETAILING PROCESS

This chapter presents discussion from the AS sailor focus groups. The sailors were asked a series of questions centering on their personal experience with the detailing sub-process. The questions were as follows:

- What experiences—positive and/or negative—have you had when detailing?
- Do you know what jobs are available for your rate/rank?
- Do you know what jobs to pick for advancement?

- If you could change one thing about the detailing process what would it be?

Eight focus groups were held with 10 participants in each. Due to the sailors' work schedule, focus group size was enlarged from 10 to 30 in two of the groups to accommodate maximum participation. Each session was limited to 90-minutes of discussion time.

1. What Experiences—Positive and/or Negative—Have you had when Detailing?

This question generated much enthusiastic response from the sailors. Review of the focus group notes revealed a pattern of positive and negative aspects regarding detailing experiences. Positive aspects of detailing experiences were summed up in the following: 1) JASS; 2) CCC; 3) persistent effort; and 4) Chain-of-Command (COC) support. Negative aspects of detailing experiences were summed up in the following: 1) JASS; 2) CCC; 3) "hidden list"; 4) Enlisted Duty Preference (EDP) sheet; 5) communication with the detailer; and 6) networking/ favoritism.

JASS was listed as a positive and a negative aspect when detailing. The sailors felt more informed after using JASS. It allows the sailor to see the billets that are open during the requisition cycle. However, JASS does not show every available billet. Special duties billets and quick fills are not listed on JASS, as they are infrequent and must be detailed by hand. Furthermore, sailors express discontent when they use JASS, see a billet they desire to fill, call the detailer, and are told that the billet has already been filled. This disconnect between what is viewed and what is available upon personal contact with the

detailer causes the sailor to believe that jobs are being "withheld" or "saved" for friends of the detailer.

The CCC is listed as a positive and a negative aspect of detailing as well. The AS sailors find the CCC useful in accessing JASS, as well as answering "how to" questions (i.e. How do I co-located with my military spouse?). Generally the answers to these questions are found in the ETM. Negative detailing aspects involving CCCs center around the sailors not wanting a "middle man" in the process. The addition of a middleman adds a time constraint to the equation, and often timing is important in the detailing process. Some sailors felt that certain CCC were not timely in their assistance (i.e. filling out forms and forwarding up the COC). Furthermore, the CCC is not necessarily the same rating as the individual sailor, and cannot give specific career path guidance.

Other aspects of a positive detailing experience include persistence by the sailor and support from the sailor's COC. Sailors who reported positive detailing experiences stated that they were persistent in their efforts, making phone calls and sending e-mails every week until an acceptable negotiation was concluded. Coupled with sailor persistence is support from the sailor's COC. When the sailor's LCPO or other chief contacted the detailer, the sailor was much more likely to have a positive detailing experience. The COC can vouch for the sailor to the detailer regarding the sailor's work ethic, performance, and ability.

Other aspects of a negative detailing experience include the Enlisted Duty Preference (EDP) card,

communication with the detailer, and networking/favoritism. The EDP is a great step toward capturing sailor preferences in detailing. However, the EDP is not rate specific. Therefore, inexperienced sailors can request locations and types of billets that are not available for the AS rating (i.e. Naval Facility, Norway). An incorrectly completed EDP is of little use when detailing. Furthermore, some sailors believe that though the EDP is completed correctly, it is of little use to the detailer due to the constraints of the two-week requisition cycle. The sailor can only detail to the billets that are available during the cycle in which they are participating.

Communication with the detailer is highly sought by the sailors. However, it is very difficult and frustrating. Sailors report time zone differences, and lack of LAN lines and e-mail access as hindrances. The AS rating has one detailer to respond to approximately 300 e-mails and 80 phone calls each day. Sailors report sending multiple e-mail messages and phone messages, with little response. In recent months, an assistant was brought on board to assist with e-mail and phone communication. The detailer hopes that this improvement will enrich communication and facilitate travel out of Millington to meet with the Fleet face-to-face.

Finally, networking/favoritism is listed as a negative aspect in the detailing experience. There is a feeling amongst the sailors that detailers' friends influence the detailing decision. It is thought that "whom you know, not what you know" has significant weight in the process.

2. Do you Know what Jobs are Available for your Rate/Rank?

3. Do you Know what Jobs to Pick for Advancement?

These questions were formulated after discussions with the current and past AS Rating detailers. The detailers questioned whether the sailors are knowledgeable about available billets and billets that will enhance the sailors' advancement potential. When queried, these questions did not elicit much discussion from the focus groups. The sailors stated that they were generally knowledgeable about the jobs that are available for their rate/rank, as well as what jobs to pick for advancement ("Sea duty!"). The sailors obtain this information from each other through informal interaction, and from career guidance passed down from their chiefs.

The sailors did not feel that knowledge about the available jobs was important, as the process is constrained by the billets available at the time they are negotiating orders. In other words, the only billets of importance are the billets available for detailing. Those not available to the sailors during the detailing process are moot.

The sailors expressed knowledge regarding career advancement, which centered on ensuring an appropriate Sea-Shore rotation cycle. The sailors emphasize the importance of sea duty; however they prefer shore duty that counts as sea duty when available.

4. If You Could Change One Thing about the Detailing Process what Would it Be?

This question generated much dialogue amongst focus group participants, and a pattern of suggestions began to echo. Firstly, the plea for "More help!" was resonant

throughout the discussion. Detailing generally requires personal contact with the detailer. With only one detailer for 2,500 sailors, this can be a frustrating step to complete. Most sailors suggested adding more detailers. The recent effects of adding the detailer assistant are too premature to determine; many of the sailors were not aware that an assistant was added.

Other suggestions grouped in the “more help” category include using several detailers to handle different groups within the rating. For example, the rating could be divided into East and West coast detailers. Other suggestions along this line proposed that a separate detailer be available for each of the following groups: Chiefs, E-6, E-5, and E-4 and below.

A second plea echoed in the focus group discussions called for “better communication.” This elicited much head nodding in agreement. Though the sailors want better communication via e-mail and phone, face-to-face contact was listed as a higher priority. Suggestions included using web-based technologies to perform “live chats” with the detailer.

Accessibility to the detailer is also limited to the detailer’s working hours, which translate to different hours in the various time zones involving the AS sailor community. Flexible detailer work hours would cater to the sailors’ work schedules, thus lessening the sailors’ burden to wake up early or stay up late to contact the detailer.

Coupled with this discussion was the suggestion to give sailors in sea billets—detailing for a shore billet—a higher priority than those coming from a shore billet

(going to sea). This idea reflects the difficulty that sailors have accessing the detailer while deployed. There is a feeling that by the time sailors in this position contact the detailer, they are only left with undesirable billets from which to choose.

Better communication also involved communication from one detailer to the next. The sailors felt that verbal agreements discussed with one detailer are often forgotten when a new detailer arrives. Most sailors were unaware that EAIS has a comments section in which the detailers make notes regarding sailor-detailer discussions. If this screen were made available to the sailors, the sailor would be able to verify that a contact or agreement was adequately documented, improving communication from one detailer to the next.

A third appeal resonant in focus group discussions involved detailer selection. Several sailors felt that the detailing position should not be a military role. Networking and favoritism would be greatly reduced if a civilian were placed in this position. Furthermore, the sailors expressed that detailer selection is based primarily on “whom you know, not what you know.” The existing detailer hand-selects the next person to fill the detailer billet. The participants in the focus groups felt that the detailing billet should be opened to all sailors that meet a certain minimum criteria, and selected based upon merit and interview by a non-partisan third party. The sailors expressed that whomever is selected for the detailing billet must be a skilled communicator, personable, and empathetic.

Finally, focus group participants discussed the need to have more information pass down to the individual sailor. *The Link* was widely cited as one of the top means for acquiring information on what is happening within the AS Rating. Multiple web sites were also mentioned as a means for information, for example www.staynavy.com and the Community Manager web page.

D. CHAPTER SUMMARY

The current enlisted distribution process positively contributes to fleet readiness and generally allows sailors to serve in their choice assignments, although there are inefficiencies and resentments in its current configuration (Short). The CNO has set forth guidance to enhance the process using web-based technologies. Redesign efforts are ongoing through partnerships between NPRST and NPS, the University of Memphis, and the University of Mississippi.

Perceptions of the detailing sub-process were uncovered during focus group sessions with approximately 100 sailors in the AS Rating. Positive perceptions were expressed on using JASS and the CCC, persistence, and support from the COC. Negative perceptions involved JASS, the CCC, the EDP, the perception of a "hidden list" of billets, ineffective communication with the detailer, and the existence of networking and favoritism.

Sailors believed that they were generally informed as to where the billets for their rate and rating were located, as well as what billets to seek for career advancement. However, the only billets of importance are those that are available for detailing. Those that are

filled and not part of the requisition cycle become a moot point while detailing.

Sailors recognize the need to improve the detailing sub-process and offered the following suggestions as a beginning: 1) more help for the detailer; 2) better communication means; and 3) better detailer selection criteria and processes. Sailors value the detailing sub-process itself more than the actual outcome (Short). Improvements in these areas would lend to a positive detailing experience for the sailors: sailors would be more inclined to reenlist, thereby enhancing retention.

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VI. ANALYSIS OF FINDINGS

A. OVERVIEW

The preceding chapter outlined discussions from the AS Sailor focus groups. The focus groups revealed the sailor's perspective on the detailing sub-process. These discussions revealed the positive and negative aspects of the detailing experience, knowledge of job availability and successful career pathing, and recommended changes to the detailing sub-process.

This chapter analyzes the data obtained from the AS Sailor Preference and the Command Preference Questionnaires. These questionnaires help create a representative database of sailor and command preferences to be utilized in enlisted distribution redesign efforts underway at NPS, the University of Memphis, and the University of Mississippi. Gathering sailor and command preferences is important because it appropriately focuses on the portion of the detailing process where improvements could markedly enhance sailors' morale, command readiness and Navy retention.

Sailor attrition rates bear witness to the continuing issues facing the detailers, with the detailing sub-process identified as one of the top ten reasons sailors do not reenlist. Junior sailors (E1-E3) are significantly less likely than senior enlisted personnel to remain in the Navy based on their detailing experiences (Short). Admiral Vernon Clark, CNO, eloquently stated, "We must be committed to giving our people the tools to succeed. If we don't…then people won't invest of themselves in our

organizations." Findings concerning why sailors prefer a particular billet over another, as well as why a command prefers a particular sailor for a specific billet, can assist in developing a placement and assignment process that provides for a quality sailor-billet match.

B. SAILOR PREFERENCES

The distribution process is a complex process, which includes three sub-processes: allocation, placement and assignment. As previously discussed in Chapter II, sailors hold major stakes in the placement and assignment sub-processes. Increasing sailor satisfaction with the assignment and placement sub-processes may have a significant impact on decreasing attrition rates and increasing retention rates. For the ongoing redesign efforts outlined in Chapter I to be successful, it is necessary to investigate actual sailor preferences. Data concerning both the number and type of characteristics sailors consider important represent an important design features of any revised assignment process.

Sailor preference questionnaires (appendix 2) were distributed to one hundred AS rated sailors located at Naval Air Station (NAS) Lemoore, Naval Aviation Maintenance Department San Diego, USS Boxer, USS Nimitz, and the Naval Aviation Maintenance school house NAS North Island, in San Diego. The sailors selected were in their second or greater tour, to ensure that each sailor had at least one experience with the distribution system. The purpose of the questionnaire was to identify sailor preferences (needs and desires) while going through the distribution process, and determine how to optimize distributable sailors to available billets.

The questionnaire divided preferences into five main categories 1) Job 2) Family Life 3) Location 4) Incentives and 5) Education and Training Opportunities. Individual sailor attributes within each category, were included to further specify the level of importance regarding job, family life, location etc. Job attributes related to actual job assignment performance; location attributes related to the location of the job assigned; family life attributes related to each sailor's desires for their family outside of the job; incentive attributes related to the sailors' desire to earn incentives to select a particular job and training and education attributes related to the sailors' and the sailors' family's desire to obtain further training and education. This education could be either provided by the military or obtained from civilian institutions. The questionnaire asked the sailors to respond to the questions as if they were in the detailing window at the time they were completing the questionnaire. Tables 6.1 and 6.2 depict the preference characteristics along with the corresponding preference attributes.

Characterizing Sailor Preference	Preference Attributes
Job	A job that will help me to advance A job that places me authority over others A job with day hours only A job that requires rotating shifts A job where I work with others A job where I work alone A job where I complete paperwork A job where I work hands on A job on a ship A job in a shore facility Special duties type job (Instructor, Recruiter)
Location	A location with multiple seasonal climate changes (i.e., warm in summer and cold in winter A location with one seasonal climate A location that is within one day's drive to my relatives (i.e. siblings, parents etc.) A location where I can afford to buy a house A location with an affordable cost of living A location that is close to entertainment activities (amusement parks, zoo, etc.) A location that offers a variety of family/children activities (i.e. camping, karate dance classes) A job overseas A job in a location that I can transition from the Navy to civilian life A job on the coast of my choice

Table 6.1. Preference Characteristics along with the Corresponding Preference Attributes.

Characterizing Sailor Preference	Preference Attributes
Family Life	A job in a location where my civilian spouse can find a job A job in a location that I can co-locate with my military spouse A job in a location where I can work a second job A job in a location with access to a Naval Hospital A job in a location with access to a choice of civilian healthcare providers A job in a location with access to a choice of daycare facilities A job in a location that my family can accompany me A job at a command with active social clubs for me A job at a command with active social clubs for my family A job in a location with a choice of schools for my children A job in a location that is close to my current location
Incentives	A less desirable job if given a monetary bonus A less desirable job if given credit toward a more desirable future job A less desirable job in a more desirable location
Training and Education	A job in a location with a choice of community colleges and universities A job in a location where I can learn a new specialty while on the job A less desirable job if offered a more desirable C-school en route

Table 6.2. Preference Characteristics along with the Corresponding Preference Attributes.

1. Most Important Sailor Preference Characteristic

Aviation support sailors were asked to rank each preference characteristic in order of importance 1 being the most important and 5 being the least important. After combining ratings of 1 (most important) and 2 (more important), Family life attributes were listed as the most important attribute for both Chiefs and E-6 and below sailors. 80 percent of the Chiefs listed Family life as the most important preference characteristic, while 65 percent of the E-6 and below sailors listed the same preference characteristic as most important. Surprisingly, Chiefs listed Education and Training preference characteristic as the least important attribute, with less than 10 percent and E-6 and below sailors listed incentives as their least important attribute at 22 percent. It was concluded from the data that a sailor who has already attained the rank of chief has already pursued continuing military or civilian education opportunities.

The limited importance of incentive characteristics was of more concern to the researchers. The Navy frequently offers Selective Reenlistment Bonuses (SRB’s) to selected ratings that have low reenlistment or retention. The navy is also investigating and implementing location-based incentives in a few remote areas to entice individuals to accept orders to jobs in less desirable areas or for traditionally hard to fill jobs.

One location slated for a location bonus in the AS community is naval Air Station Lemoore, in California. The researchers asked sailors why Lemoore was a less desirable location, thus making the jobs difficult to fill. Sailors

responded to the researchers with two main categories of reasons. The first reason given was that it was a difficult place for professional spouses to find work. NAS Lemoore is located in a rural farming area where most of the civilian job market centers around agriculture and cattle farming. Lemoore is also a 45 minute drive to Fresno, the closest large city, attributing to the difficulty for civilian spouses to find employment. The second category given for the limited interest in taking orders at NAS Lemoore was the lack of local sea billets, making homesteading almost impossible. The sailors interviewed were concerned about having to move their families after only two years at the location instead of being able to serve a total of five years (24 months shore and 36 months sea) in accordance with sea/shore rotation patterns established for the community. Before offering monetary incentives, the reasons behind the difficulties of filling assignment should be investigated. The navy needs to analyze whether enough money can be made available and offered to offset the non-military spouses income.

2. Sailor Preference Attributes

Figure 6.1 shows that the Family Life preference was listed by the sailors as the most important of the five preferences presented. Within the Family Life preference the sailors were asked to rank eleven attributes associated with family life. The family life attribute, most frequently rated as number one was, the opportunity for the civilian spouse to find a job (90 percent chiefs and 72 percent E-6 and below). For sailors who were married to another active duty member, collocation with their spouse became a close second (70 percent chiefs and 42 percent E-6

and below) and for others who were not married to another active duty military member, the opportunity for the family to accompany them was the second most important attribute (60 percent chiefs and 55 percent E-6 and below sailors). Figure 6.2 depicts the rated attributes for the Family Life preference characteristics.

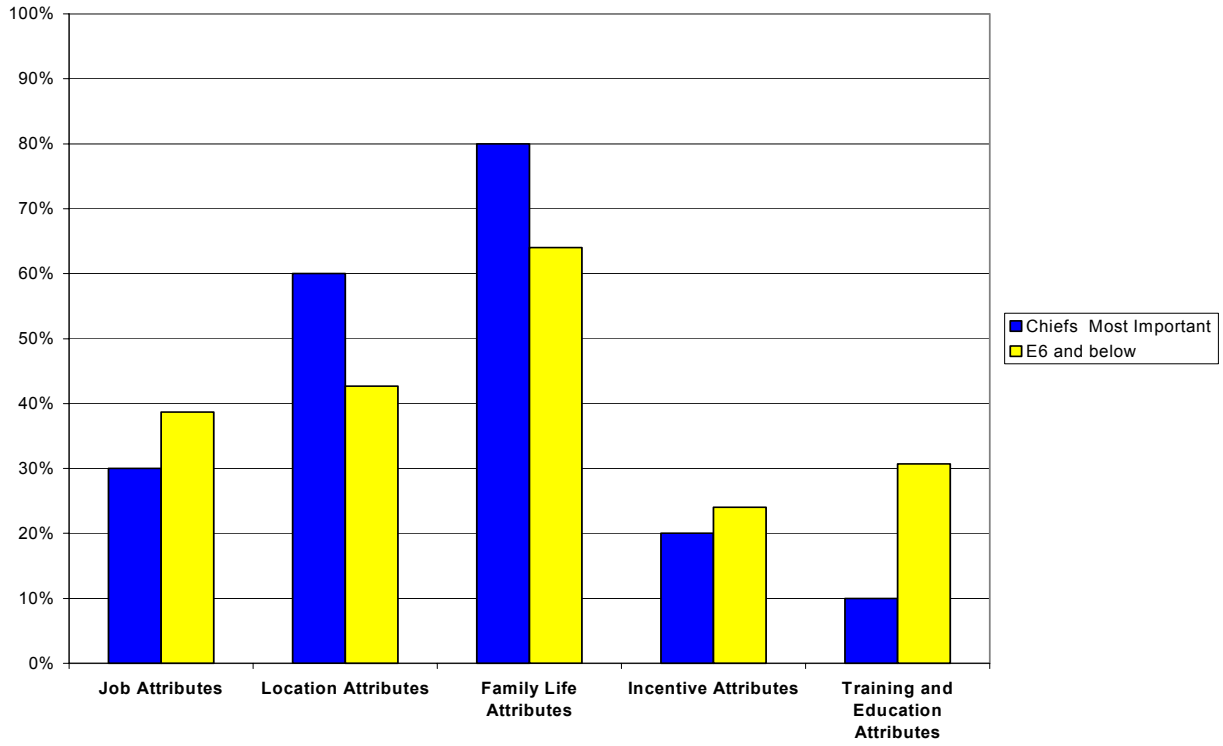

Figure 6.1. Most Important Sailor Preferences by Percentage of Respondents. N=100.

Location Preferences were listed as the second most important by sailors who filled out the questionnaire. Figure 6.3 depicts the location attribute rankings. 70 percent of the chiefs listed an affordable cost of living as being the most or more important location preference. 62 percent of E-6 and below sailors listed affordable cost

of living and being able to afford to buy a home as equally important. An easy transition to civilian life was second in importance to the Chiefs, tied with affordability of home prices, both at 50 percent.

Job preference was rated third in importance by both chiefs and E-6 and below sailors. Of the attributes associated with this characteristic, the most important attribute for both chiefs (80 percent) and E-6 and below sailors (85 percent) was the job's ability to help them advance. A close second was shore duty, at 60 percent for both groups questioned. Figure 6.4 depicts the job attribute rankings.

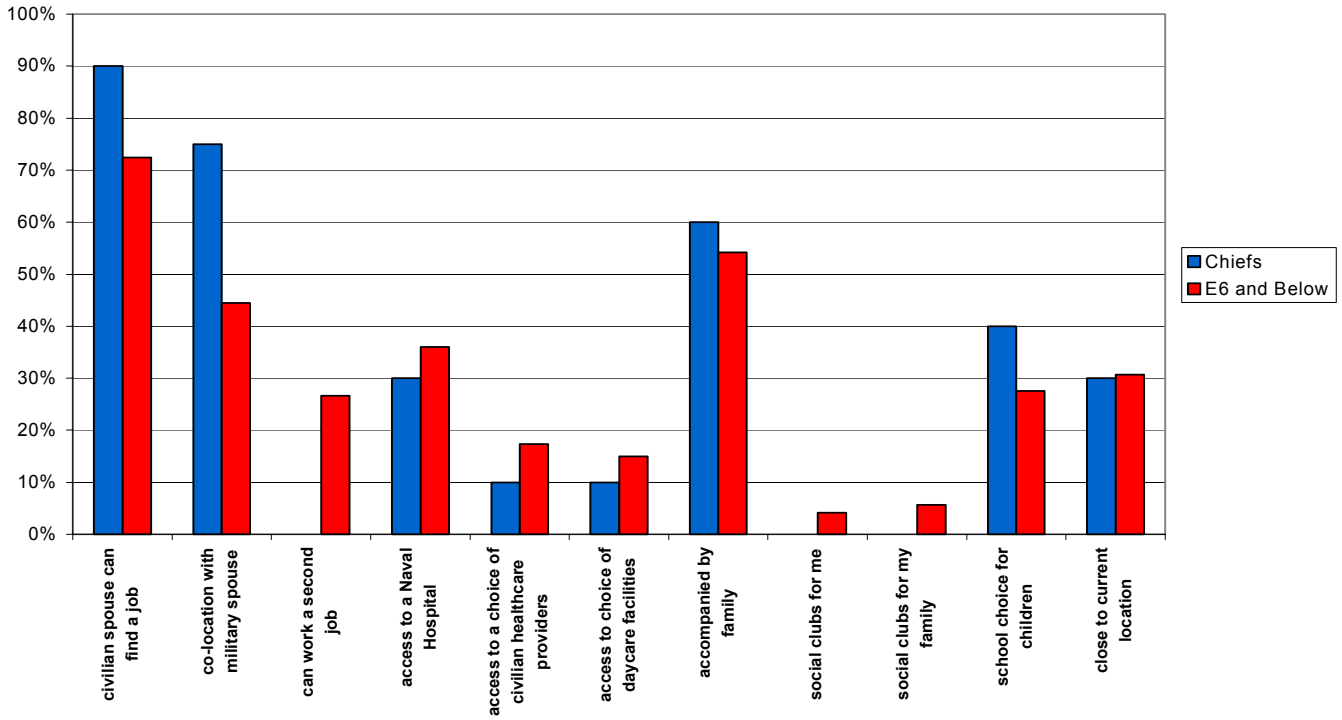

Figure 6.2. Most Important Sailor Family Life Attributes by Percentage of Respondents. N=100.

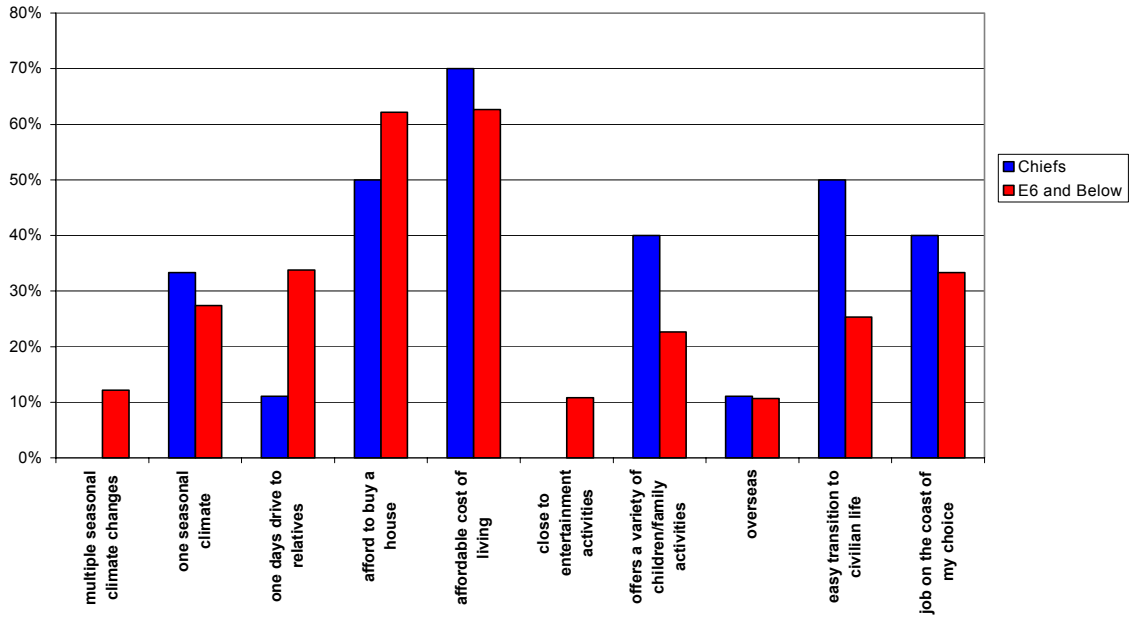

Figure 6.3. Most Important Sailor Location Attributes by Percentage of Respondents. N=100.

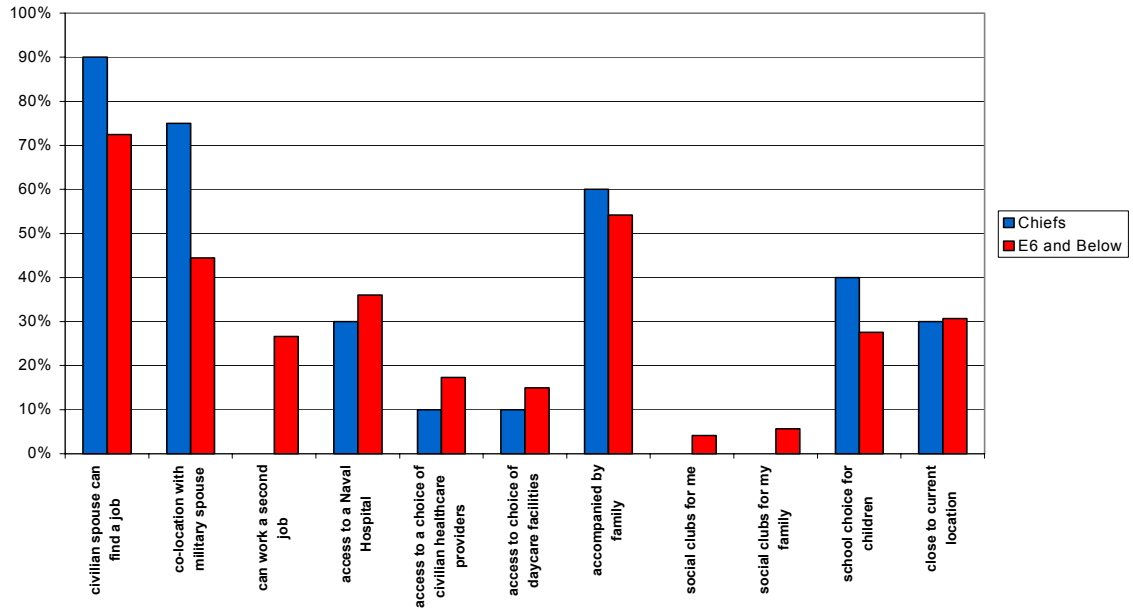

Figure 6.4. Most Important Sailor Job Attributes by Percentage of Respondents. N=100.

The incentive performance characteristic was rated fourth in importance by the chiefs, at 20 percent, and last by E-6 and below sailors, at 22 percent. Both communities listed monetary incentives as the most attractive form of compensation; 75 percent of the chiefs and 55 percent of the E-6 and below sailors agreed that money would be the incentive most likely to get them to take undesirable duty. The sailors who indicated that they would take a less desirable job if given a monetary bonus were asked how much money they might require. The mean response was $13,000 dollars per year for E-6 and below sailors, and $10,000 per year for Chiefs. Figure 6.5 depicts the incentive attribute rankings.

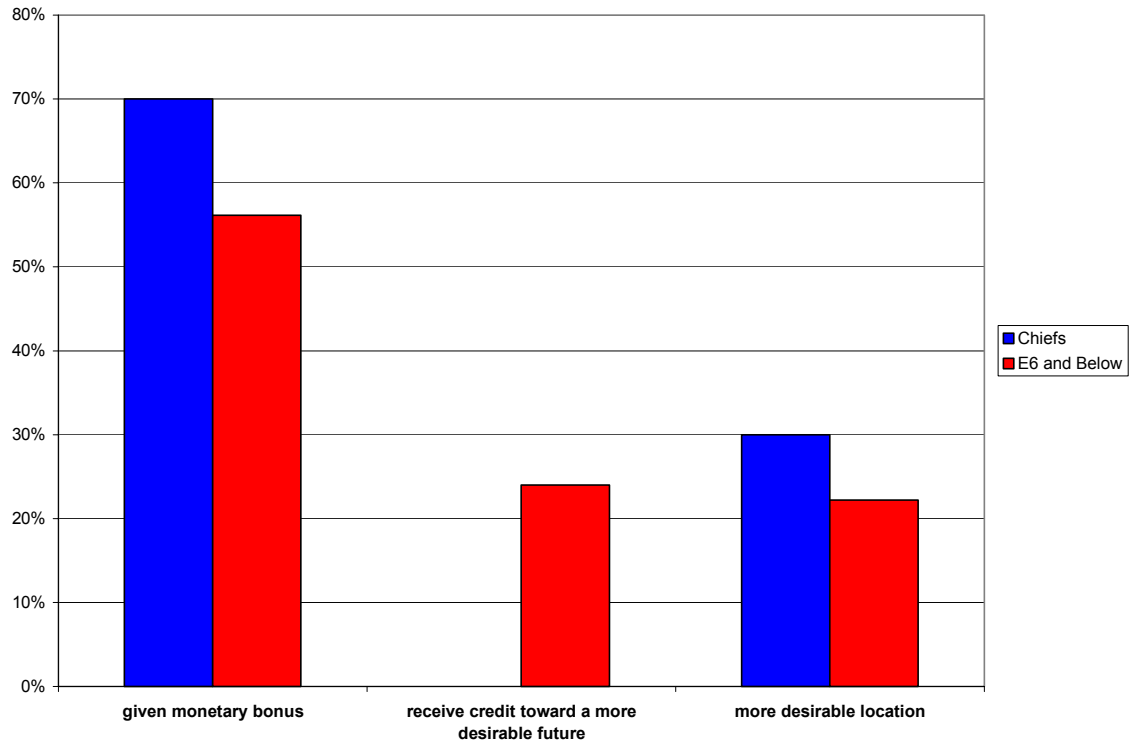

Figure 6.5. Most Important Sailor Incentive Attributes by Percentage of Respondents. N=100.

Finally, training and education characteristics were rated last by chiefs and fourth in importance for E-6 and below sailors. 50 percent of chiefs and 58 percent of E-6 and below sailors listed a choice of community colleges and universities as their top priority in this category. The least desirable option was to get a desirable c-school in exchange for agreeing to go to a less desirable location. Figure 6.6 depicts the training and education attribute rankings.

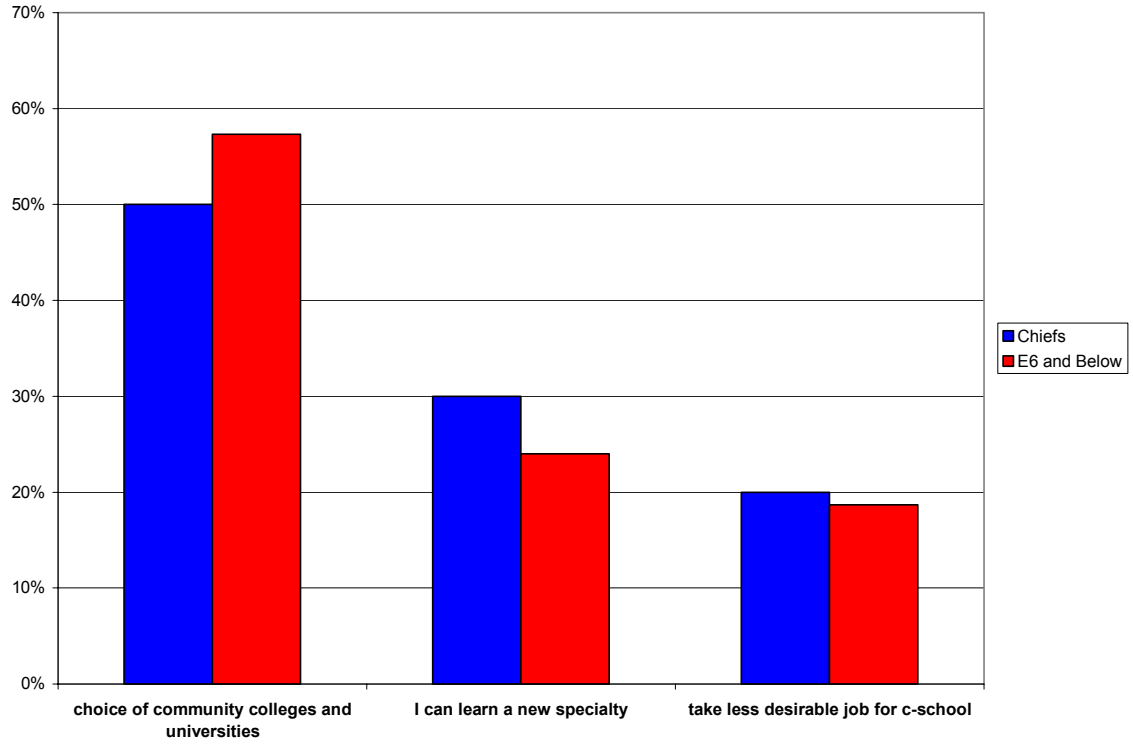

Figure 6.6. Most Important Sailor Training and Education Attributes by Percentage of Respondents. N=100.

Sailor preferences are dynamic and directly linked to the individual sailor's stage in life, both career and personal continuum. Sailors' preferences will change in direct relation to whether they are married or single, with

or without children, and whether they plan to stay in the navy until retirement or whether they have decided to attrite and pursue a civilian career. Characterizing sailor preferences is a difficult process and no one set of preferences will encompass every sailors desire in the Navy. We need to offer multiple preferences for sailors to individually rate and rank to capture the sailors' personal needs at the time they are going through the distribution system.

3. Command Preferences

Distribution is a complex process that commands must understand to ensure that their personnel needs are met in an environment of changing readiness missions. As outlined in Chapter III, accountability for command preferences begins with the activity's workload and results in manpower and personnel documents that reflect current inventory and funded requirements. Understanding the micro view of command preferences within the distribution process will help to better facilitate the sailor-billet match.

Command Preference Questionnaires (Appendix C) were distributed by hand and via electronic mail to the Maintenance Officers (MOs)/Division Officers (DOs) and Leading Chief Petty Officers (LCPOs) of the West Coast commands which have requirements for AS rated sailors. Twenty-six completed questionnaires were returned. The data provided by the returned questionnaires provided a command perspective on the placement and assignment sub-processes. The returned questionnaires also depicted how command needs are currently communicated, selection criteria in which the command would like to have more

involvement, and the command's preferences for AS rated sailors.

4. Communication of Command Needs

Questions one and two asked:

- Does the command have a "say" in the process of assigning an AS sailor to a job?
- If Yes—How does the command go about getting a "say" in this process?

From the data, 85 % of the respondents state that they do have input in the process. Of those who answered yes, 95 % report communicating command needs directly to the detailer, 82 % frequently review personnel documents, 45 % communicate with EPMAC, 36 % submit an AMD change request, and 9 % communicate with the Aviation Community Manager, as displayed in Figure 6.7.

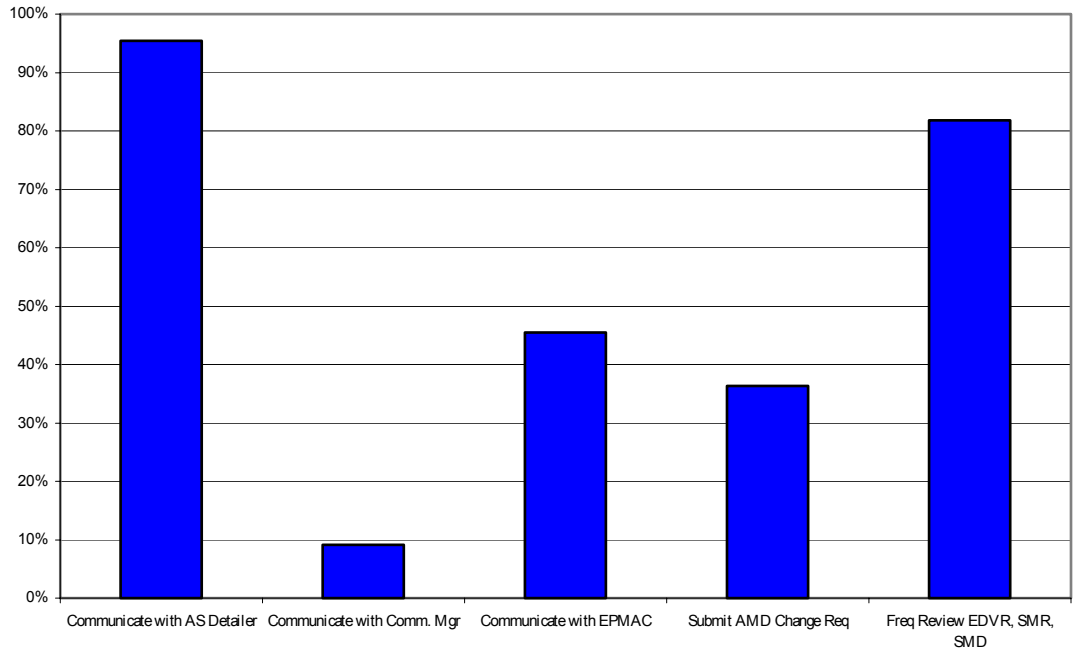

Figure 6.7. Reported Methods of Communicating Commands' Needs in the Assignment Process by Percentage of Respondents. N=26.

The resulting data brings forth several questions for further research. First, is this the best means for the command to communicate its needs? Traditionally, the detailer is considered the advocate for the sailor, while the placement officer advocates for the command. From the data, we see that EPMAC and the Community Manager are ranked the lowest as a means to communicate the commands' needs. From this standpoint, what impact does the commands' reliance on the detailer have on the detailing sub-process? From the focus group discussions, it is evident that the sailors feel frustrated with their ability to access their detailer via the telephone and electronic mail. How do the commands' actions affect the sailor's access to the detailer?

Second, how does human behavior affect placement and assignment? The detailer must handle a wealth of information. Too many sources of information can lend to overload. In an overload situation, the propensity is to lighten the load. Are established priorities from the CNO and MCAs effective in ensuring a timely "lightening of the load?" When the command contacts the detailer, does the "squeaky wheel get the oil?"

From the command questionnaire data, we see that 82 % of the responding commands use their personnel documents to determine their funded manning requirements. However, only 36 % of the respondents report submitting an AMD change request to communicate command needs. Does this demonstrate that the AMD change requests are not used because of a lack of understanding (people/training

problem)? Or, are they not used because it is not a timely means for filling required needs (process problem)?

5. Command Reasons to Intervene

Question three asked:

- In past assignment cycles, what reasons would place the command in the position to intervene (make the command's "say" known) in the detailing process of an AS sailor to a particular job?

The results of this question are displayed in Figure 6.8.

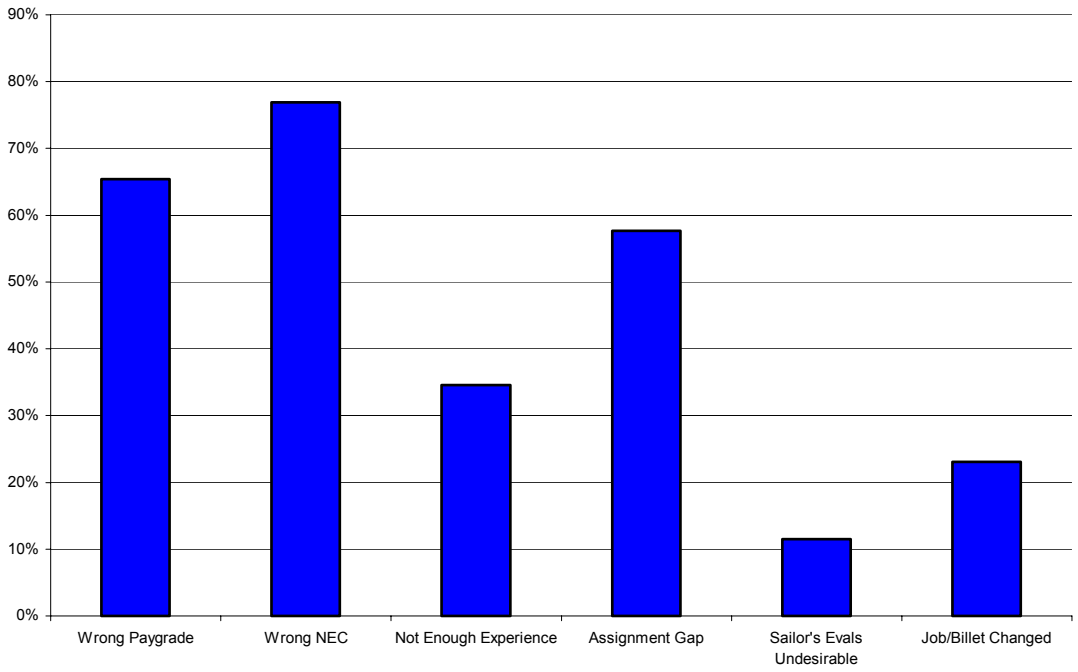

Figure 6.8. Reasons for Command Intervention during the Assignment Cycle by Percentage of Respondents. N=26.

77 % of the respondents report that the top reason for making their "say" known was when the assigned sailor had the wrong NEC. Wrong paygrade (65 %) or a gapped billet (58 %) followed closely behind. Only 23 % of the respondents report that a job/billet change was reason to

intervene in the placement and assignment sub-processes. If the billet does not change despite changes to the command's mission, this partially answers the previous question regarding why AMD change requests were only used by 35% of the respondents to communicate command needs. It is also interesting to note that respondents report that sailor inexperience and undesirable evaluations was reason to intervene in the placement and assignment sub-processes 35 % and 12 % of the time, respectively.

When asked if the command should have more intervention, or "say," in the placement and assignment sub-processes, 70 % of the respondents answered affirmitavely. One comment frequently repeated stated, "The command knows what [it] needs." Furthermore, the detailer relies upon written evaluations to make subjective judgments regarding the sailor's performance capabilities when assigning them to a particular billet. One questionnaire comment stated, "The last command knows best about the sailor's skills." This sharing of information regarding sailors' skills, potential and past performance coupled with information regarding the needs of a potential gaining command could help to facilitate better sailor-billet matches during the requisition cycle. If advancement were important to the sailor, then potential billets should be offered to the sailor based upon the billet's prospects to meet the desired knowledge, skills and abilities (KSAs).

Another comment stated, "The detailing process is like an employment agency. A business company will communicate and post their job requirement to the employment agency. The employment agency will screen and select the best

qualified applicant for the job." Unfortunately, comments from the command questionnaires suggest a feeling that some billets are filled with a body just to fill them. An example given was using sailors with a quadruple zero (0000) NEC to fill NEC-specified billets. One of the constraints of the current MPT system is that all billets must have a body, and all bodies [sailors] must have a billet which results in suboptimization. The goal should be to minimize this result. As another respondent commented, "Our biggest concern is placing personnel in working conditions they feel comfortable with so they will be productive. With training enroute to our command or previous experience, productivity comes faster than that of an untrained person. Working with the equipment they do everyday with no formal training places these young people in danger of hurting themselves or the personnel around them."

6. Command Preferences for AS Rated Sailors

The last part of the command questionnaire asked the participants to rank order various preference attributes for sailors assigned to its command, one (1) being most preferred and six (6) being least preferred. (See Figure 6.9)

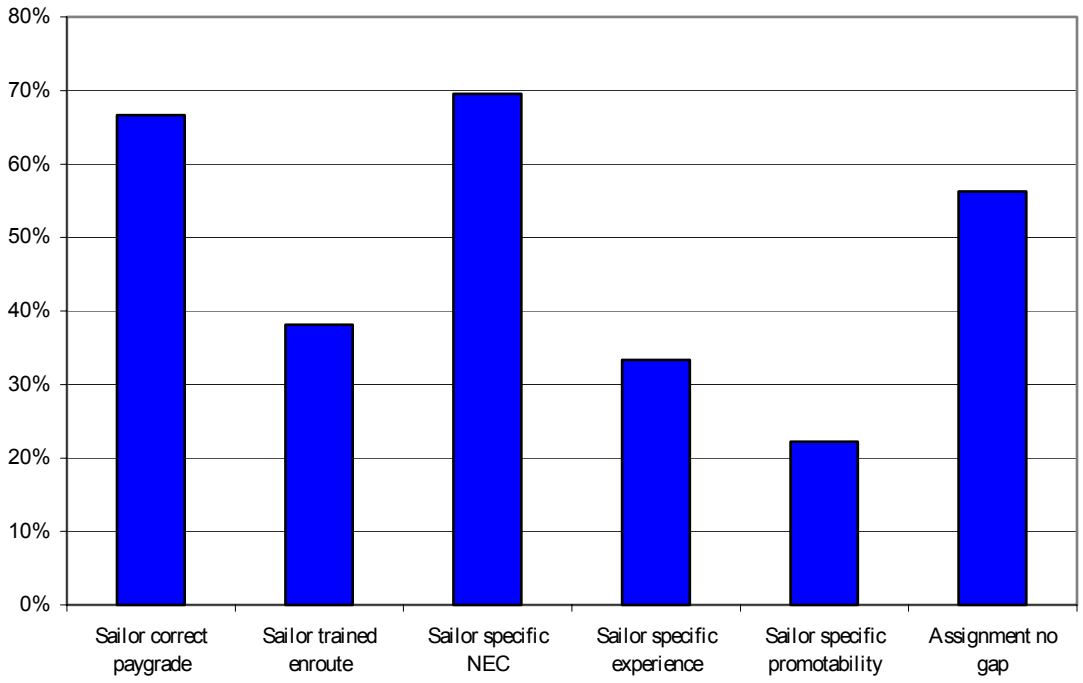

Figure 6.9. Most Important Command Attributes by Percentage of Respondents. N=26.

From the data, the top three command preferences for AS Sailors, or 'must have' attributes, are NEC, paygrade, and no billet gap. The sailor being trained enroute, having specific prior experience, and holding a certain promotion category follow as 'should have' attributes.

For the AS rating, these results are interesting and bring forth questions for future research. First, 70 % of the respondents report NEC as the number one command preference attribute for consideration in the placement and assignment sub-processes. This result is interesting because the AS rating is not considered a rating driven by its NECs. The AS sailor is considered a "Jack-of-all-Trades," and therefore, can be assigned to a variety of AS qualittized billets. Does this indicate that commands

don’t understand how to use AS rated sailors (people/training problem)? Have significant changes occurred within this rating to create the need for an NEC drive within the placement and assignment sub-processes (process problem)?

Another ‘must have’ command preference attribute reported by 56 % of the respondents was no billet gap. This is an interesting finding and should be analyzed further. From the questionnaire comments, there is a perception that special assignment programs, such as the GUARD program, are great for sailor retention but place a burden on the detailer and cause gapped billets. Further research is needed to discover if gapped billets do exist; if so, what is the average timeframe of a gapped billet? Moreover, do programs such as GUARD 2000 and co-location add to the gap? Finally, what can be done to maintain reenlistment programs, while minimizing billet gaps?

The detailer interview indicated that AS rated sailors are not given a ‘one up, one down’ paygrade option when assigned to a particular billet. This is congruent with the ‘must have’ command preference attribute for the correct paygrade. However, a glitch in EAIS often mismatches paygrade and NEC (McWilliams 2001). Therefore, the detailer is currently forced to assign a sailor to a command that either doesn’t meet the NEC or the paygrade specified. Since both are ‘must have’ command preference attributes, this requires discussion between the detailer and the command.

C. CHAPTER SUMMARY

Optimizing the Navy's needs, while utilizing the sailor's occupational skills and preferences, is critical to attracting and retaining quality enlisted personnel. Sailors want to be considered based on their qualifications and previous sacrifices for the Navy (Short). Sailor promotion is partially based on future potential. Superior past performance is often the criteria by which future potential is predicted. Sailors are most concerned about family life attributes, such as civilian spouse employment opportunities and home ownership. These personal aspects are important to sailors and drive their reenlistment decisions. Thus, the Navy should consider sailor preferences, if it wants to retain quality sailors.

Commands must receive properly trained sailors on time to support their mission readiness and operational effectiveness (Short). Sailors that do not meet all of a billet's qualifications cannot be sent to an unsuspecting command without serious negative ramifications. To prevent these difficulties, it is imperative that "employment agency" style screening be performed during the distribution process. Balancing sailor preferences with command preferences is challenging. However, it is a necessary ingredient in the distribution process to accomplish the Navy's mission.

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VII. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A. RESEARCH QUESTIONS AND ANSWERS

1. Primary Research Questions

What are the top sailor preferences influencing the enlisted distribution process in the Aviation Support Equipment Technician (AS) community?

The Navy's enlisted distribution process accomplishes its mission of assigning sailors to billets. However, the current configuration assumes that preferences are strictly based upon location, type of billet, and type of duty. For the purpose of this research, sailor preferences were grouped into five major categories of preference characteristics—job, location, family life, incentive, and training and education. Each preference characteristic had associated preference attributes to more fully describe actual sailor preference. A Sailor Preference Questionnaire was administered to approximately 100 AS sailors, requesting that they rate and rank each sub-attribute, and also rank the five major categories in order of personal preference.

The question was answered through response data. E7 – E9's believe that the five categories of preferences should be ranked as follows: 1) family life attributes; 2) location attributes; 3) job attributes; 4) incentive attributes; and 5) training and education attributes. Data from E3 – E6 respondents demonstrates a similar trend with one exception: training and education attributes are ranked before incentive attributes. Overall, the top

sailor preferences influencing the distribution process include:

- Civilian Spouse Employment Opportunities
- Co-location with Military Spouse Opportunities
- Family Accompaniment
- Affordable Cost of Living
- Home Ownership
- A job on coast of choice
- A job that can help the individual advance
- Shore duty

What are the top command preferences influencing the enlisted distribution process in the AS community?

The enlisted distribution process is complex. One, that commands must understand to ensure that their manpower and personnel needs are met in an environment of dynamic readiness requirements. Command Preference Questionnaires were distributed by hand and via electronic mail to the Maintenance Officers (MOs)/Division Officers (DOs) and Leading Chief Petty Officers (LCPOs) of the West coast commands which house AS rated sailors.

In the surveys returned, 85 % of the respondents state that they do have input in the distribution process. Of these respondents, 95 % report communicating command needs directly to the detailer. Commands interact with the distribution process for many reasons. The top three reasons include: gaining sailor has the wrong NEC, paygrade, or the assignment date will cause a gapped billet. Survey data expressed commands would like to have more input to the distribution process, stating, “No one knows what a command needs more than the command.”

Furthermore, respondents would like to see the distribution process as an employment agency, with proficient screening to ensure a quality match.

2. Secondary Research Questions

What policies govern the enlisted distribution process?

Chapter II investigated the distribution policies. The CNO and CNP disseminate the majority of policies affecting the Enlisted Distribution System, including the placement and assignment sub-processes. They receive guidance from the Secretary of the Navy, Secretary of Defense and Congress regarding national security strategy, and their associated policies and procedures. Additionally, EPMAC's oversight enhances distribution's effectiveness by determining NMP and building the EDVR to ensure the four rights (right sailor in the right job with the right training at the right time) despite adding another step to an already cumbersome process.

How are command and sailor preferences currently accounted for in the enlisted distribution process?

Sailor preferences are currently accounted for using the Enlisted Duty Preference (EDP) form, and direct communication with the detailer via the telephone and electronic mail. The EDP form asks for sailor preferences in three areas: location, type of billet, and type of duty. The form asks them to list preferences from one to three, with one being the greatest preference. Other means utilized to incorporate sailor preferences and improve sailor retention include the Guaranteed Assignment

Retention Detailing (GUARD) program, Co-Location program, Twilight Tour program, and the SWAPS program.

Accountability for command preferences begins with the activity's workload. Fleet manpower requirements start with input from the ROC/POE (from the Resource Sponsors), Activity Manpower Document (AMD) change requests, and other influencing documents. Shore requirements start with input from the Mission Function Task (MFT) statement, AMD change requests, and Performance Work Statement (PWS). Resulting output is a Ship Manpower Document (SMD), Squadron Manpower Document (SQMD), Fleet Manpower Document (FMD), or Statement of Manpower Requirements (SMR), and, once funded, the AMD reflects the activity's funded requirements.

How is the AS community structured, and what is a typical career path?

The Aviation Support Equipment Technician (AS) rating is one of many rating within the larger Aviation Mechanical Enlisted Community. AS technicians are responsible for the service, testing, and organizational and intermediate level maintenance and repair of over 16,000 pieces of aviation support equipment, aviation armament handling equipment, and associated components. Sailors in the AS rating may be assigned to sea or shore duty. They may work in hangars and sheltered areas, on flight decks or on flight lines at air stations. They work closely with others, do mostly physical work, and require little supervision.

A recent review of this rating resulted in consolidation of fifteen NECs into eleven. Some NECs were assigned exclusively to E-5 and above sailors. Unlike many ratings, requirements for AS's are not strictly NEC driven

and can be thought of as a "Jack-of-All-Trades." Overall, the AS rating has very robust inventory. Total inventory to BA is 98 %; Sea/OUTUS inventory to BA is 104.8 %; while Shore/CONUS inventory to BA is 89.8 %. During a 20-year career in the Navy, an AS sailor will spend about 60 % of their time assigned to fleet units and 40 % assigned to shore activities.

How is the Navy Manpower and Personnel process structured, and who are the major stakeholders?

The ten key stakeholders identified in this thesis are: 1) the Chief of Naval Operations (CNO); 2) The Chief of Naval Personnel (CNP); 3) The Community Mangers; 4) the four Manning Control Authorities (MCA's), Commander in chief, Atlantic Fleet (MCA-L); Commander in Chief, Pacific Fleet (MCA-P); Bureau of Personnel (MCA-B); and Commander, Naval Reserve Forces (MCA-R); 5) Enlisted Placement Management Center (EPMAC); 6) Placement Officers; 7) Detailers (Assignment Officers) 8) Command Career Counselor (CCC); 9) Commands and 10) Sailors. The stakeholders' collective primary concern is balancing the Navy's needs with the sailor's desires. This balance involves assigning the right sailors with the right occupational skills to the right job at the right time. They are also concerned about sailors' career progression and retention. Sailors on the other hand, are concerned about family cohesiveness, professional development, and desired duty.

B. CONCLUSIONS

Results from this thesis conclude there is a need for an improved enlisted distribution process that incorporates sailor and command preferences. Sailors dissatisfied with

the detailing process are less likely to reenlist. Restructuring the detailing process is crucial and will improve retention and mission readiness, which is every Navy leader's focus. Addressing the multifaceted preferences of sailors and commands is an arduous undertaking. However, it is a necessary ingredient in the distribution process in order to ensure Navy readiness and mission accomplishment.

C. RECOMMENDATIONS

The Navy must develop an enlisted distribution process that is more responsive to the personal and personnel preferences of its sailors and commands. Action toward creating an equitable balance between Navy needs and sailor preferences will ensure improved retention rates and increased readiness. Further areas for improvement include:

- Improve the distribution process (assignment and placement sub-processes) timeliness
- Develop a comprehensive distribution process with software that interfaces with existing legacy systems
- Automate the Enlisted Duty Preference form, with a choice of sailor preferences including family life attributes
- Install a screening device in the job application software
- Improve detailer, CCCs, JASS, and other IT software access
- Develop position descriptions for all billets, or jobs, thus providing the sailor with a better idea of the duties and responsibilities
- Improve sailors' training and education regarding the distribution process and the web-based technology involved

- Improve commands' training and education regarding the distribution process, including how to communicate changing requirements/needs, and using involved web-based technology

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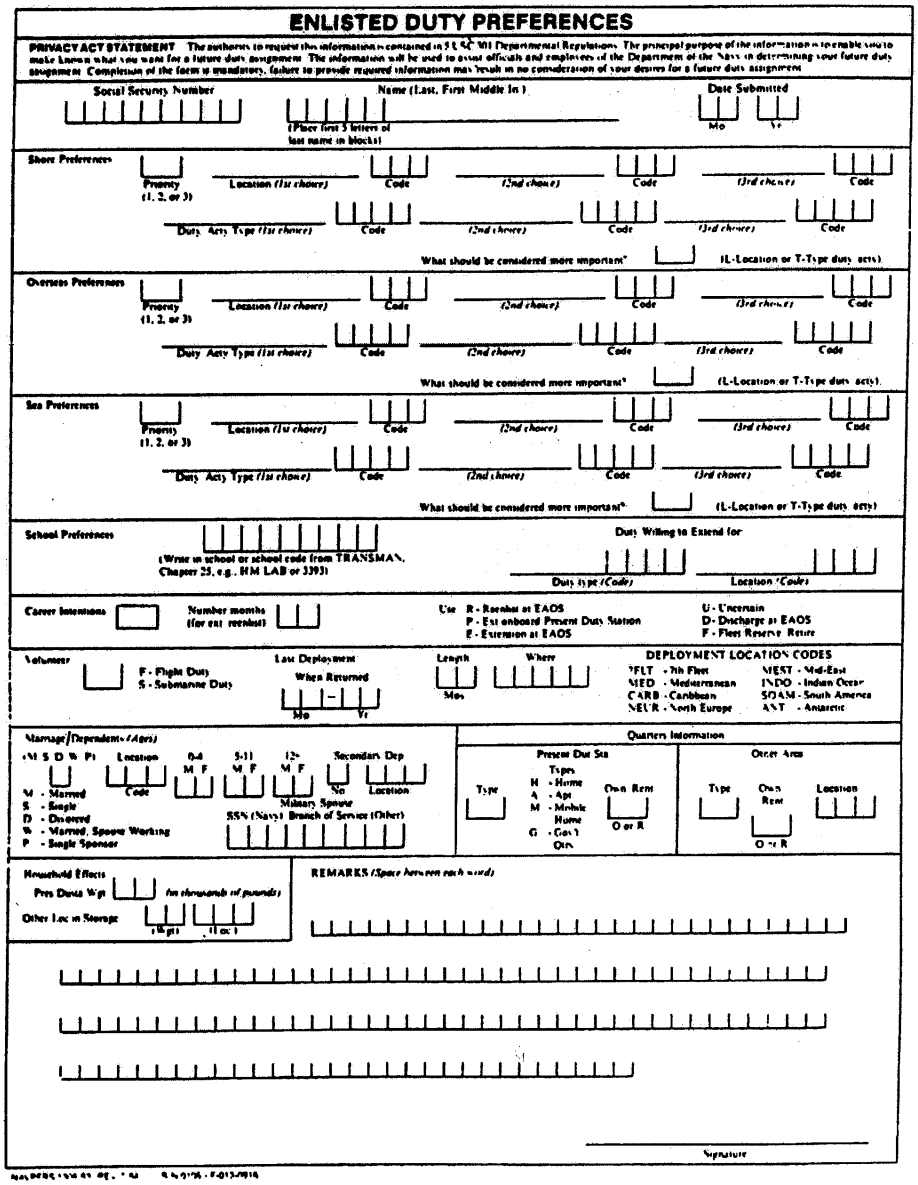
APPENDIX A. ENLISTED DUTY PREFERENCE SHEET



ENLISTED DUTY PREFERENCES

PRIVACY ACT STATEMENT The authorities to request this information is contained in 5 U.S.C. 301 Departmental Regulations. The principal purpose of the information is to enable you to make known what you want for a future duty assignment. The information will be used to assist officials and employees of the Department of the Navy in determining your future duty assignment. Completion of the form is mandatory; failure to provide required information may result in no consideration of your desires for a future duty assignment.

Social Security Number | Name (Last, First Middle In.) (Place first 5 letters of last name in blocks) | Date Submitted (Mo, Yr)

Shore Preferences
Priority (1, 2, or 3) | Location (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
Duty Acty Type (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
What should be considered more important* | (L-Location or T-Type duty acty)

Overseas Preferences
Priority (1, 2, or 3) | Location (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
Duty Acty Type (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
What should be considered more important* | (L-Location or T-Type duty acty)

Sea Preferences
Priority (1, 2, or 3) | Location (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
Duty Acty Type (1st choice) | Code | (2nd choice) | Code | (3rd choice) | Code
What should be considered more important* | (L-Location or T-Type duty acty)

School Preferences (Write in school or school code from TRANSMAN, Chapter 25, e.g., HM LAB or 3393) | Duty Willing to Extend for: Duty type (Code) | Location (Code)

Career Intentions | Number months (for est reenlist)
Use: R - Reenlist at EAOS; P - Est onboard Present Duty Station; E - Extension at EAOS; U - Uncertain; D - Discharge at EAOS; F - Fleet Reserve Retire

Volunteer | F - Flight Duty; S - Submarine Duty
Last Deployment When Returned (Mo, Yr) | Length (Mos) | Where
DEPLOYMENT LOCATION CODES: 7FLT - 7th Fleet; MED - Mediterranean; CARB - Caribbean; NEUR - North Europe; MEST - Mid-East; INDO - Indian Ocean; SOAM - South America; ANT - Antarctic

Marriage/Dependents (Ages)
M S D W P | Location | Code | 0-4 M F | 5-11 M F | 12+ M F | Secondary Dep No | Location
M - Married; S - Single; D - Divorced; W - Married, Spouse Working; P - Single Sponsor
Military Spouse SSN (Navy) Branch of Service (Other)

Quarters Information
Present Duty Sta: Type | Types: H - Home; A - Apt; M - Mobile Home; G - Gov't Quarters | Own Rent | O or R
Other Area: Type | Own Rent | O or R | Location

Household Effects
Pers Dunn Wgt (low thousands of pounds)
Other Loc in Storage (Wgt) (Cu ft)

REMARKS (Space between each word)

Signature

FIGURE 2A-1

INSTRUCTIONS

The form is to be completed in a months prior to prospective rotation date (PRD) by LAOS who learns of transfer and whenever preferences change. Chapter 25 of the Enlisted Transfer Manual lists type of duty and ship which can be requested. Check OPNAVINST 3110.14 series for the homeport of any ship. Also, listed on the bottom of this page are the most frequently used location and type-of-duty codes.

1 2 3 4 5 6 7 8 9 | J O H N S O N R U D O L F J | 0 5 | 8 4

Shore Preferences: | 2 | San Diego | K S D | Oakland | L O A | Pax River | P P A

(1, 2 or 3) — Location (1st choice) — Code — (2nd choice) — Code — (3rd choice) — Code

Admin | A D C M | Naval Station | N S T A | General | G D T Y

Duty Area (1st choice) — Code — (2nd choice) — Code — (3rd choice) — Code

What should be considered more important? | L | (L=Location or T=Type Duty Area)

Figure (1)

PRINT OR TYPE USING BLACK OR BLUE INK. DO NOT USE GREEN INK.

1 General Information. Provide social security number, name and date in the blocks provided. Be sure to carefully print type the first five letters of your last name in the shaded blocks. See Figure (1).

2 Preferences. Provide a priority for which type of duty you consider most desirous (sea overseas or shore) by placing a 1, 2 or 3 in the priority block. 1 indicates most desired, 3 the least desired. Write in plain English the location and type duty desired and then include the code for each location and type duty in the shaded blocks following. Use Chapter 25 of the ENLTRANSMAN or the codes provided for your convenience at the bottom of this page. If you consider either location or type of duty more important than the other, indicate your preference by printing an "L" or "T" in the block provided.

3 School Preferences and Duty Willing to Extend for. You may use plain language in the blocks provided e.g. COBOL-PRG or AS SPC-10. Or, provide the specific school code from TRANSMAN Chapter 25 e.g. 3393 or 3309. Note that you can denote two courses in the 8 blocks if you use the codes, e.g., 3393-3309. Write in and encode your preferences for any duty you're willing to extend for.

4 Career Intentions and Deployment Codes. Use the appropriate codes for career intentions and volunteer duty. Volunteer duty is optional and may be left blank. Provide if applicable, when you last returned from a deployment using a numerical month and year e.g., 07-77 for JUL 1977, and the special location code. If not applicable, leave blank.

5 Personal Consideration Family Items. Indicate marital status using the M, S, D, W, or P code. If separated, indicate M for married. For working spouse, indicate W and include details in REMARKS section. For military spouse, include rank, rate and current duty station. If Navy, indicate SSN in space provided; or if other than Navy, indicate branch of service. Indicate location of dependent(s) and the number of children in the categories of age 0-4, 5-11, 12-18 and sex (M, F). Use zeros where necessary.

0-4		5-11		12-	
M	F	M	F	M	F
0	1	0	1	0	0

Use location codes from TRANSMAN or the bottom of this form. Also provide secondary dependents information if applicable. Indicate present duty station quarters type and whether you own or rent. If you own or rent in another area, indicate this in the block labelled "Other Area." If known, indicate the weight of household goods in thousands of pounds e.g. | 0 | 8 | for 8,000 lbs. If any of your household effects are stored elsewhere, indicate the weight and location. Household goods less than 1000 lbs. but greater than 500 lbs. should be indicated by | 0 | 1 | for 1000 lbs.

6 Remarks. List any additional information which may be useful in determining your next duty assignment, such as expected date of delivery if wife is pregnant, handicapped dependent, and areas where treatment facilities are known to exist, tour limits, limitations, etc. Indicate if procedures are in process for acceptance to one of the following programs: NESEP, NENEP, NEDEP, BOOST, STAR, SCORE, WARRANT OFFICER, LDO, PEP, GLARD, etc. List any skills, other than NEC's in which you are qualified. Personnel in the following ratings should consult Chapter 2 of the TRANSMAN for additional instructions: EO, CM, SW, UT, MU.

MOST COMMONLY USED LOCATION AND TYPE-OF-DUTY CODES

(Refer to TRANSMAN for Additional Codes)

ALA	ALASKA	CUB	CUBA	INA	ITALY NAPLES	PHS	PHILIPPINE IS SUBIC BAY
ADA	ALASKA ADAK	PWD	DC WASHINGTON	JAA	JAPAN	PUR	PUERTO RICO
ANT	ANTARCTICA	DGO	DIEGO GARCIA	JAT	JAPAN ATSUGI	CNE	RI NEWPORT
AUS	AUSTRALIA	ENG	ENGLAND	OKI	JAPAN OKINAWA	SCO	SCOTLAND
AZO	AZORES	ELO	ENGLAND LONDON	JSA	JAPAN SASEBO	SED	SCOTLAND EDZELL
CVD	BAHAMAS	GJL	FL HOMESTEAD	JYS	JAPAN YOKOSUKA	SIC	SICILY
BER	BERMUDA	GJK	FL JACKSONVILLE	KOR	KOREA	GCE	SC CHARLESTON
LAL	CA ALAMEDA	GKE	FL KEY WEST	MND	LA NEW ORLEANS	SPA	SPAIN
KCN	CA CHINA LAKE	GMY	FL MAYPORT	CBS	MAINE BRUNSWICK	SRT	SPAIN ROTA
LCE	CA CONCORD	GOR	FL ORLANDO	PGH	MD FORT MEADE	GME	TN MEMPHIS
KIM	CA IMPERIAL BEACH	GPE	FL PENSACOLA	PPA	MD PATUXENT RIVER	HTX	TX TEXAS CITY
LLF	CA LEMOORE	FRA	FRANCE	CBO	MA BOSTON	HBV	TX BEEVILLE
KLB	CA LONG BEACH	GRE	GREECE	MID	MIDWAY ISLAND	HCC	TX CORPUS CHRISTI
KLO	CA LOS ANGELES	GRA	GREECE ATHENS	GGU	MS GULFPORT	HDA	TX DALLAS
LVB	CA MARE ISLAND	GAL	GEORGIA ATLANTA	GMG	MS MERIDIAN	HGA	TX GALVESTON
LMO	CA MOFFETT FIELD	GER	GERMANY	MOR	MOROCCO	HKI	TX KINGSVILLE
LOA	CA OAKLAND	GUM	GUAM	LFA	NEVADA FALLON	FLI	VA LITTLE CREEK
KPS	CA POINT MUGU	OTH	HAWAII	ELA	NJ LAKEHURST	FNO	VA NORFOLK
KUE	CA PORT HUENEME	BPT	HAWAII BARBERS PT	DNY	NY NEW YORK CITY	FOA	VA OCEANA
KSD	CA SAN DIEGO	ICE	ICELAND	NEZ	NEW ZEALAND	FPO	VA PORTSMOUTH
LFO	CA SAN FRANCISCO	IGL	IL GLENVIEW	NEW	NEWFOUNDLAND	FDN	VA VIRGINIA BEACH
CAA	CANADA	ICK	IL GREAT LAKES	NOR	NORWAY	WAL	WALES
IDN	COLORADO DENVER	IRE	IRELAND	MPS	OREGON PORTLAND	MBR	WA BREMERTON
DNM	CONN GROTON	ITA	ITALY	EPA	PA PHILADELPHIA	MSE	WA SEATTLE
DNL	CONN NEW LONDON	IGA	ITALY GAETA	PHI	PHILIPPINE ISLANDS	MWI	WA WHIDBY ISLAND

ADCM	ADMINISTRATIVE COMMAND	AFPD	MILITARY POLICE	EXCH	NAVAL EXCHANGE
AIRC	AIRCREWMAN	CBE	MOBILE CONSTRUCTION BATT	PEP	PERSONNEL EXCHANGE PROGRAM
CBJ	AMPHIB CONST BATTALION	MOTU	MOBILE TECHNICAL UNIT	RCC	RECRUIT COMPANY CMDR
CLAS	CLASSIFICATION	NAF	NAVAL AIR FACILITY	RECR	RECRUITER
CSTO	COMMISSARY STORE	NARU	NAVAL AIR RESERVE UNIT	RTC	RECRUIT TRAINING CENTER
CSTA	COMMUNICATIONS ACTY	NAS	NAVAL AIR STATION	SCRF	SERVICE CRAFT
DUS	DIVER/UDT SEAL	NAD	NAVAL AMMUNITION DEPOT	SRF	SHIP REPAIR FACILITY
FMAG	FLT MAINT ASSIST GROUP	DATC	NAV DEVEL & TRAINING CEN	SHYD	SHIPYARD
GDTY	GENERAL DUTY	NFC	NAVAL FACILITY	STF	STAFF
HRDP	HUMAN RESOURCES DEV PROGRAM	USNH	NAVAL HOSPITAL	SUBE	SUBMARINE BASE
INDU	INDEPENDENT DUTY	RSCN	NAVAL RESERVE CENTER	SUP	SUPPLY
INST	INSTRUCTOR DUTY	NSTA	NAVAL STATION	WPNS	WEAPONS
MAAM	MAAG MISSION	NTC	NAVAL TRAINING CENTER		
NRMC	MEDICAL CENTER	NWS	NAVAL WEAPONS STATION	FOR SHIPS & SODS USE TYPE DD CVN CLG FFG ARS AOE LPD AE WT VP VA VS HSL HC ETC	
NSPA	NISC SUPPORT ACTY	WSED	NAVAL WEATHER SERV DET		

NAVPERS 1306/63 REV 7-84 (84A)

FIGURE 2A-2

APPENDIX B. AS SAILOR PREFERENCE QUESTIONNAIRE

Thank you for participating in our questionnaire. The information gathered will be utilized in a thesis project to identify *actual* sailor preferences for one job over another. The Aviation Support Equipment Technician (AS) rating within the Aviation Community has been selected as our focus group. This information will be used in research to improve the placement and assignment of enlisted sailors. Thank you again.

Please answer the questions as though you were in the detailing process right now. All responses will be kept anonymous.

Please rate each attribute to the degree of desirability to you during the detailing process:

0 = Not Applicable
1 = Least Desirable
2 = Less Desirable
3 = Desirable
4 = More Desirable
5 = Most Desirable

Circle the appropriate number.

Job Attributes: **These are attributes related to the actual job performed. Please rate each attribute according to its desirability to you.**

A job that will help me to advance.	0	1	2	3	4	5
A job that places me in a position of authority over others.	0	1	2	3	4	5
A job with day hours only.	0	1	2	3	4	5
A job that requires rotating shifts.	0	1	2	3	4	5
A job where I work with others.	0	1	2	3	4	5
A job where I work alone.	0	1	2	3	4	5
A job where I complete paperwork.	0	1	2	3	4	5
A job where I work hands-on.	0	1	2	3	4	5
A job on a ship.	0	1	2	3	4	5
A job in a shore facility.	0	1	2	3	4	5
A special duties type job (i.e. Instructor, Recruiter).	0	1	2	3	4	5
Other:_____	0	1	2	3	4	5

Please rank each attribute in order of preference.

0 = Not Applicable, 1 = First Choice, 2 = Second Choice, 3= Third Choice, and so forth.

Job Attributes

_____ A job that will help me to advance.

_____ A job that places me in a position of authority over others.

_____ A job with day hours only.

_____ A job that requires rotating shifts.

_____ A job where I work with others.

_____ A job where I work alone.

_____ A job where I complete paperwork.

_____ A job where I work hands-on.

_____ A job on a ship.

_____ A job in a shore facility.

_____ Other:_____

Please rate each attribute to the degree of desirability to you during the detailing process:

0 = Not Applicable
1 = Least Desirable
2 = Less Desirable
3 = Desirable

4 = More Desirable
5 = Most Desirable

Circle the appropriate number.

Location Attributes: **These are attributes related to the location of the job. Please rate each attribute according to its desirability to you.**

A location with multiple seasonal climate changes(i.e. warm in the summer, cold in the fall, etc).	0	1	2	3	4	5
A location with one seasonal climate (i.e. warm).	0	1	2	3	4	5
A location that is within one day's drive to my relatives (i.e. parents, siblings, etc.).	0	1	2	3	4	5
A location where I can afford to buy a house.	0	1	2	3	4	5
A location with an affordable cost-of-living.	0	1	2	3	4	5
A location that is close to entertainment activities (i.e. amusement parks, zoo, etc.).	0	1	2	3	4	5
A location that offers a variety of family/children activities (ie camping, karate,						

dance classes).	0	1	2	3	4	5
A job overseas.	0	1	2	3	4	5
A job in a location that I can transition from the Navy to civilian life.	0	1	2	3	4	5
A job on the coast of my choice.	0	1	2	3	4	5
Other:_____	0	1	2	3	4	5

Please rank each attribute in order of preference.

0 = Not Applicable, 1 = First Choice, 2 = Second Choice, 3= Third Choice, and so forth.

Location Attributes

_____ A location with multiple seasonal climate changes (i.e. warm in the summer, cold in the fall, etc).

_____ A location with one seasonal climate (i.e. warm).

_____ A location that is within one day's drive to my relatives (i.e. parents, siblings, etc.).

_____ A location where I can afford to buy a house.

_____ A location with an affordable cost-of-living.

_____ A location that is close to entertainment activities(i.e. amusement parks, zoo, etc.).

_____ A location that offers a variety of family/children activities (ie camping, karate, dance classes).

_____ A job overseas.

_____ A job in a location that I can transition from the Navy to civilian life.

_____ A job on the coast of my choice.

_____ Other:_____

Please rate each attribute to the degree of desirability to you during the detailing process:

0 = Not Applicable
1 = Least Desirable
2 = Less Desirable
3 = Desirable
4 = More Desirable
5 = Most Desirable

Circle the appropriate number.

Family Life Attributes: **These are attributes related to your desires for you and your family outside of the job. Please rate each attribute according to its desirability to you.**

A job in a location where my civilian spouse can find a job. 0 1 2 3 4 5

A job in a location that I can

co-locate with my military spouse.	0	1	2	3	4	5
A job in a location where I can work a second job.	0	1	2	3	4	5
A job in a location with access to a Naval Hospital.	0	1	2	3	4	5
A job in a location with access to a choice of civilian healthcare providers.	0	1	2	3	4	5
A job in a location with access to a choice of daycare facilities.	0	1	2	3	4	5
A job in a location that my family can accompany me.	0	1	2	3	4	5
A job at a command with active social clubs for me.	0	1	2	3	4	5
A job at a command with active social clubs for my family.	0	1	2	3	4	5
A job in a location with a choice of schools for my children.	0	1	2	3	4	5
A job in a location that is close to my current location.	0	1	2	3	4	5
Other:_____	0	1	2	3	4	5

Please rank each attribute in order of preference.

0 = Not Applicable, 1 = First Choice, 2 = Second Choice, 3= Third Choice, and so forth.

Family Life Attributes

_____ A job in a location where my civilian spouse can find a job.

_____ A job in a location that I can co-locate with my military spouse.

_____ A job in a location where I can work a second job.

_____ A job in a location with access to a Naval Hospital.

_____ A job in a location with access to a choice of civilian healthcare providers.

_____ A job in a location with access to a choice of daycare facilities.

_____ A job in a location that my family can accompany me.

_____ A job at a command with active social clubs for me.

_____ A job at a command with active social clubs for my family.

_____ A job in a location with a choice of schools for my children.

_____ A job in a location that is close to my current location.

_____ Other:_____

Please rate each attribute to the degree of desirability to you during the detailing process:

0 = Not Applicable
1 = Least Desirable
2 = Less Desirable
3 = Desirable
4 = More Desirable
5 = Most Desirable

Circle the appropriate number.

Incentive Attributes: **These are attributes related to your desire to earn incentives to select a particular job. Please rate each attribute according to its desirability to you.**

A less desirable job if given a monetary bonus. 0 1 2 3 4 5

How much monetary bonus would you require per job? (fill in the blank)_____

A less desirable job if given credit toward a more desirable future job. 0 1 2 3 4 5

How much credit would you require per job (for example: if credits were assigned like points for advancement, and the more points you have the more likely you will be selected)? (fill in the blank) _____

A less desirable job in a more desirable location. 0 1 2 3 4 5

Other:_____ 0 1 2 3 4 5

Please rank each attribute in order of preference.

0 = Not Applicable, 1 = First Choice, 2 = Second Choice, 3= Third Choice, and so forth.

Incentive Attributes

_____ A less desirable job if given a monetary bonus.

_____ A less desirable job if given credit toward a more desirable future job.

____ A less desirable job in a more desirable location.

_____ Other:_____

Please rate each attribute to the degree of desirability to you during the detailing process:

0 = Not Applicable
1 = Least Desirable
2 = Less Desirable
3 = Desirable
4 = More Desirable
5 = Most Desirable

Circle the appropriate number.

Training and Education Attributes: **These are attributes related to you and your family's desire to obtain further training and education. Please rate each attribute according to its desirability to you.**

A job in a location with a choice of community colleges/universities.	0	1	2	3	4	5
A job in a location where I can learn a new specialty while on-the-job.	0	1	2	3	4	5
A less desirable job if offered a more desirable c-school en-route.	0	1	2	3	4	5
Other:_____	0	1	2	3	4	5

Please rank each attribute in order of preference.

0 = Not Applicable, 1 = First Choice, 2 = Second Choice, 3= Third Choice, and so forth.

Training and Education Attributes

_____ A job in a location with a choice of community colleges/universities.

_____ A job in a location where I can learn a new specialty while on-the-job.

_____ A less desirable job if offered a more desirable c-school en-route.

_____ Other:_____

Please rank the following overall categories in order from 1 (= First Choice) to 5 (= Last Choice).

_____ Job Attributes

_____ Location Attributes

_____ Family Life Attributes

_____ Incentive Attributes

_____ Training and Education Attributes

Demographical Information. Please circle one answer.

1. What is your gender? Male Female

2. What is your current paygrade/rank?

E1-2 E3 E4 E5 E6 E7-9

3. What number **tour** are you currently serving?

2nd 3rd 4th 5th 6th +

4. What is your current marital status?

Single (never married)

Married for the first time

Remarried (was divorced or widowed)

Legally separated (or filing for divorce)

Divorced

Widowed

5. What is your current parental status?

Child(ren) living with me

Child(ren) living part time with me (i.e. joint custody with ex-spouse)

Legal ward(s) living with me

Child(ren) not living with me (i.e. living with ex-spouse or other family member)

6. If you have children, how many do you have in each age group? **(Circle all that apply and fill in the blank with the number)**

N/A

1 year – 4 years _____

5 years – 10 years _____

11 years – 13 years _____

14 years – 17 years _____

18 years + _____

7. What type duty are you currently serving?

INCONUS: _____ Ship _____ Squadron _____ Shore

OCONUS: _____ Ship _____ Squadron _____ Shore

8. When did you detail for orders last?

_____ Less than 6 months
_____ 6 months to 1 year
_____ 1 year to 1.5 years (12 – 18 months)
_____ 1.5 years to 2 years (18 – 24 months)
_____ 2 years to 2.5 years (24 – 30 months)
_____ 2.5 years to 3 years (30 – 36 months)
_____ More than 3 years.

9. How many **years** and **months** have you been on active duty service? **(Fill in the blank)**

Years_____ Months_____

Again, thank you for your participation in this survey!

APPENDIX C. COMMAND PREFERENCE QUESTIONNAIRE

Thank you for participating in this questionnaire. The information gathered will be utilized in a Naval Postgraduate School thesis project to identify *actual* command preferences (what commands want in a sailor being assigned to a job at that command). The Aviation Support Equipment Technician (AS) rating within the Aviation Community has been selected as the focus group. This information will be used in research to improve the placement and assignment of enlisted sailors. Responses will be kept anonymous. Thank you again.

Please save questionnaire to your hard-drive, answer the questions on this Word Document, and email back to vamolina@nps.navy.mil as an attachment. Or if it is more convenient, please fax the information to 831-656-2138/DSN 878-2138. Thank you!!!

1. Does the command have a "say" in the process of assigning an AS sailor to a job?

Yes_____ No_____

2.a. If Yes—How does the command go about getting a "say" in this process?

Check all that apply.

_____ Communicate with the AS Detailer

_____ Communicate with the Community Manager

_____ Communicate with EPMAC

_____ Submit an AMD Change Request

_____ Frequent reviews of the EDVR, and SMD, SQMD, or FMD (fleet units), or MFT (shore units)

_____ Other:_____

2.b. If No—Please explain:

3. In past assignment cycles, what reasons would place the command in the position to intervene (make the command's "say" known) in the detailing process of an AS sailor to a particular job?

Check all that apply.

_____ Sailor is not in the right pay grade.

_____ Sailor does not have the right NEC.

_____ Sailor does not have sufficient experience.

_____ Assignment will cause a gapped billet.

_____ Sailor's evaluations are less than desirable.

_____ Job/billet has changed.

_____ Other:_____

4. Should the command have more "say" in the process of detailing an AS sailor to a billet at that command?

Yes_____ No_____

5. Please explain:

6. During the placement and assignment process, over what sailor attributes would the command like to have more "say?"

Check all that apply.

_____ Sailor's pay grade

_____ Sailor's training

_____ Sailor's NEC

_____ Sailor's promotability

_____ Sailor’s prior experience

_____ Other:_____

7. Please rate how important the following attributes are when a sailor is being detailed to a billet.

0 = Not applicable
1 = Not desirable
2 = Slightly desirable
3 = Desirable
4 = Very desirable
5 = Highly desirable

The AS sailor is the correct pay grade. 0___ 1___ 2___ 3___ 4___ 5___

The AS sailor is trained enroute to the command. 0___ 1___ 2___ 3___ 4___ 5___

The AS sailor has a specific NEC. 0___ 1___ 2___ 3___ 4___ 5___

The AS sailor has specific prior experience. 0___ 1___ 2___ 3___ 4___ 5___

The AS sailor falls within a specific promotion category (ie Must Promote, Early, etc.) 0___ 1___ 2___ 3___ 4___ 5___

The assignment is completed with no gap in the command billet/job. 0___ 1___ 2___ 3___ 4___ 5___

Other:_____ 0___ 1___ 2___ 3___ 4___ 5___

8. When a sailor is detailed to a billet at one’s command, what attributes take priority? Please rank the following attributes **1 = First Choice, 2 = Second Choice, and so on through 6 = Last Choice (or 7, if you have included an ‘other’ statement)**.

_____ The AS sailor is the correct pay grade.

_____ The AS sailor is trained enroute to the command.

_____ The AS sailor has a specific NEC.

_____ The AS sailor has specific prior experience.

_____ The AS sailor falls within a specific promotion category.

_____ The assignment is completed with no gap in the command billet/job.

_____ Other:_____

9. Comments:

10. What type of command do you represent? **(Check one.)**

INCONUS: Ship_____ Squadron_____ Shore_____

OCONUS: Ship_____ Squadron_____ Shore_____

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